

Austria	15	Indonesia	Rs 1800	Philippines	Pes 20
Bahrain	2000	Jamaica	L1100	Portugal	Ez 65
Bulgaria	25	Japan	Y550	S. Africa	Rs 6.00
Canada	1200	Jordan	Fls 300	Spain	ES 4.10
Denmark	1500	Korea	Fls 600	Sweden	Sk 6.00
Iceland	1500	Liberia	Fls 100	Switzerland	Fr 1.20
Ireland	1500	Malta	Fls 100	Tunisia	Fls 1.00
Italy	500	Morocco	Fls 100	U.S.A.	\$1.50
Finland	1500	Norway	Fls 100	U.S.S.R.	Rs 1.50
Germany	2000	Peru	Fls 100	Yugoslavia	Le 1.00
Greece	1000	Monaco	Fls 1.75	Zambia	Fls 1.00
Iraq	15	Norway	Fls 8.00	Zimbabwe	Fls 1.00

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,029

Monday March 21 1983

D 8523 B

Slow puncture for
Japan's motorcycle
industry, Page 14

NEWS SUMMARY

GENERAL

Warhead rundown on Nato agenda

Nato Defence Ministers, meeting in Portugal this week, are expected to consider whether the alliance should withdraw unilaterally several hundred nuclear warheads from Europe over the next few years.

They will have before them a report from senior defence officials who have been studying how far the stockpile of some 8000 weapons could be cut without jeopardising strategy.

The warheads concerned are short-range battlefield weapons, including artillery shells and bombs, to be dropped from aircraft. Page 2

Strauss move delayed

Bavarian Christian Social Union leader Franz Josef Strauss delayed again until tomorrow his decision on whether to accept West German Chancellor Helmut Kohl's offer of an unspecified job. Page 16

Nicaraguan request

Nicaragua has asked its leading commercial bank creditors to resume short term trade credits for the first time in nearly four years. Such lending was stopped after the country was forced to reschedule its debts following the overthrow of former President Somoza.

More Assam trouble

Student agitators in Assam stepped up their challenge to the new state government with a new wave of violence in which at least a dozen people were killed in bomb explosions, arson, and stabbings. Page 3

Karachi violence

Many shops shut in central Karachi, Pakistan's largest city, on another day of religious violence in which police used batons and tear-gas to disperse demonstrators.

Thai appeal for calm

Thai Premier Prem Tinsulanonda appealed for calm after dissolving the lower house and calling for a snap general election on April 18. Page 3

Somalia concerned

Somalia President Mohamed Siad Barre said that neighbouring state Ethiopia may be planning a military attack in the disputed Ogaden border area.

White farmers' plea

Zimbabwe's white farmers are seeking urgent talks with the authorities about safety following the murder of four members of a white farming family. Page 3

Premier dismissed

Queen Beatrix of the Netherlands has relieved Premier Prince Bernhard, Fred Diamini of his duties.

Discotheque blast

Bomb blast at a discotheque in the southern Corsican town Porto Vecchio caused damage estimated at FF 3m (\$430,000).

Yachtsman drowns

International yachtsman Rob James, husband of round-the-world solo sailor Dame Nanci James, fell in the sea from his trimaran off Scotland, England, and drowned.

Daughter missing

London police are investigating the disappearance of the 17-year-old daughter of a Libyan diplomat.

Briefly

Finland started its two-day general election. Page 2

Sasebo, Japan: Left and Right groups staged noisy, peaceful rival demonstrations on the arrival of the U.S. nuclear-power carrier Enterprise.

Bolivia: Floods killed at least 35 and injured hundreds. Page 18

BUSINESS

German metal pay talks collapse

BY JOHN WYLES IN BRUSSELS

WEST GERMAN metal industry faces a possible strike by its 4m workers following the collapse of pay negotiations for 880,000 workers in Bavaria, which were expected to set the pace for settlement.

ECUADOR has devalued its sucre from \$3 to the dollar to \$2, and will continue to cut the rate by four centavos a working day to reach about 50 succes to the dollar by the end of the year. Interest rates have gone up slightly, new import and export regulations brought in, and some fuel prices have been increased. Page 16

UK TRADE Minister Peter Rees is to press the U.S. to change its system of applying foreign policy to export controls. Page 4

CHINA-US: textile talks in Peking ended in disarray. Page 4

WORLD SHIPPING markets continued their modest revival. Page 4

PAKISTAN set a production target of 5.2m tonnes of raw cotton for 1983-84, 7.86 per cent up on actual 1982-83 production.

MEXICO is seeking continued preferential access to the U.S. market for its beer, which is threatened because of the heavy tariffs it imposes on U.S. beer. Page 4

JAPAN'S February coal imports, 4.8m tonnes, were 4.1 per cent down on February 1982.

WORLD AGRICULTURE is the subject of today's special Statistical Analysis feature. Page 6

ARAB countries meet in Amman today to set up a drug producers' association.

SOVIET UNION is believed to have signed an agreement to build Afghanistan's first railway. Page 16

THE new Basic Concordat, the main formal agreement on international banking, should clarify banks' responsibilities for solvency and liquidity. Page 17

D-MARK Bond market prices rose last week by only 1 per cent in moderate turnover, despite the Christian Democrats' election win, a cut in official Bundesbank interest rates, and a strengthening of the currency. Eurodollar, Swiss franc and U.S. domestic markets were also sluggish. Page 17

U.S. STEEL has signed an agreement to help rebuild Guyana's troubled bauxite business.

AUSTIN Rover, the BL car division, is expected to buy gearboxes from Japan and West Germany for the XX executive car to be produced in co-operation with Honda. Page 16; Editorial comment, Page 14

SWIRE PROPERTIES reported 1982 profits 61.4 per cent down at HK\$316m (\$47.7m). International City Holdings, floated last April, reported profits of HK\$119.8m (\$18m) for 1982, compared with a pre-forecast forecast of HK\$55m.

FRIENDS' PROVIDENT life, a UK life assurance company, is paying Carma of Edmonton £515.6m (\$12.75m) for its 60 per cent holding in Seabord Life Insurance of Vancouver, and will offer the same £41 a share publicly for the rest. Page 19

POMOR NORDIC of Norway has opened an Arctic trade route with Russia for the first time for nearly 70 years, with a Norwegian-salami-for-Soviet-timber exchange.

HUGHES STEEL, U.S. oil and gas drilling bits producer, expects a first-quarter 1983 loss, but says it would have broken even but for Venezuelan devaluation. Page 18

UDDEHOLM, Swedish special steels group, lost SKr 248m (\$33m) in 1982, an improvement on the 1981 loss of SKr 81m.

KNAF the Dutch paper group, has returned a 1982 profit of Fl 8.5m (\$1.2m), following a 1981 loss of Fl 8.5m, and is to pay its first dividend in nine years. Page 18

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French participation still in doubt as ministers meet again today

EMS currencies float as Paris plans realignment talks falter

BY DAVID HOUSEGO IN PARIS

The French Government announced last night that it was preparing major measures in support of the franc, after yesterday's inconclusive meeting in Brussels of Finance Ministers representing the eight member countries of the European Monetary System (EMS).

A government spokesman also indicated that the Cabinet reshuffle, widely expected to be announced last night, had been put off for another 2 days.

They will resume negotiations this morning with more hope than certainty that the EMS will survive intact the greatest crisis in its four year history. The French franc's continued participation in the exchange rate arrangement was still in doubt last night because of uncertainty over whether M Jacques Delors, the French Finance Minister, would survive President Mitterrand's expected Government reshuffle.

Events in the foreign exchange markets could also be a crucial influence on the course of today's negotiations. The EMS includes all EEC currencies except sterling and the drachma.

There will be no official fixing of EMS exchange rates by central bankers, who are also relieved of their obligations under the system

to intervene to defend existing parities.

In a move to confuse speculators, however, Herr Otto Pohl, governor of the West German Bundesbank, said last night the central bank would still be free to intervene if they chose to do so.

Asked if currency rates determined by the markets today could influence any possible realignment, he replied cryptically: "Let's wait and see how the markets react and then come to some conclusions."

Any agreement today is likely to be on the basis of a 7-8 per cent devaluation of the French franc against the D-Mark. This is believed to be the essential element of a compromise proposal for a general realignment tabled yesterday by Herr Gerhard Stoltenberg, the West German Finance Minister, who, as chairman, called the meeting.

His plan went a long way towards satisfying M Delors' eventual demand for a larger revaluation of the mark against its ECU central rate that any franc devaluation.

In addition M Delors insisted on the need for changes in other par-

ties,

ties, apparently to spike charges by the opposition in France that the effect of Government economic mismanagement on the franc is the only real problem in the EMS.

One unofficial and unconfirmed account of Herr Stoltenberg's proposal suggests a 5 per cent revaluation of the mark and a 2.7 per cent devaluation of the French franc. The Dutch guilder, which traditionally follows the D-Mark, would be revalued by 4 per cent and the Belgian franc by 1 per cent since Belgium is keen to minimise its devaluation against the D-Mark.

In addition, Italy would devalue by 4 per cent and, for the first time in any EMS realignment, Ireland would take the punt down by 3 per cent. The Danish krone would be unchanged.

Some delegations suggested that M Delors was the only real obstacle to a realignment along these lines while others claimed there were wider reservations embracing both the Netherlands and Belgium. Most believed, however, that an agreement could have been reached if M Delors had not been robbed of room for negotiating manoeuvre by the atmosphere of political crisis and uncertainty in Paris.

Although a strong believe in

Continued on Page 16

Editorial comment, Page 14

FRANCE took an important step last night towards reconciling differences with West Germany over a realignment of currencies in the European Monetary System (EMS) when the Government publicly confirmed that major measures were being prepared to enable a greater convergence of economic policies.

At the end of a day of mounting excitement in Paris that President Mitterrand's intended Cabinet reshuffle would take place last night, the Government spokesman implied that it had been put off until Wednesday, when M Mitterrand is to make a major televised address to the nation.

Excitement was built up after M Delors said in Brussels that he had to return to Paris for important events by the unexpected resignation in the morning of M Michel Jobert, the Minister of External Commerce and a former Foreign Minister who complained that he had been deprived of the means to carry out a "coherent and effective policy," and by the announcement of the Official Journal, which publishes Government appointments, was standing by for a special edition today.

Continued on Page 16

would sooner or later have to follow market forces. The Opec agreement did not constitute a market force, she said.

BNOC is currently considering its pricing policy and is expected to reach a decision by the end of this month. It is understood to be considering a price between \$29.50 and \$30. Nigeria, which has cut its oil prices from \$35.50 to \$30, has already said it will match any further cut by Britain cent by cent.

If BNOC does drop the North Sea price below \$30, MEES predicted another emergency Opec meeting will be called to agree on a "bigger price cut."

Meanwhile, Iran said yesterday it will inform its oil customers next week about the discount it will give on Opec's new \$29 price.

Opec agreed in principle to an Iranian discount because of the costs associated with the continuing war with Iraq.

Fate of Reagan initiative hinges on Hussein talks

BY ROGER MATTHEWS IN LONDON

KING HUSSEIN of Jordan, the U.S. Administration and politically moderate Arab countries are agreed that

OVERSEAS NEWS

Squeeze on projects and consumer goods imports in Libya

IN THE middle of 1981 Libya was the first member of the Organisation of Petroleum Exporting Countries (Opec) to feel the full impact of the oil glut. It is still trying to cope with the consequences of reduced oil revenues, Patrick Cockburn writes.

These were down to about \$10bn last year compared with \$22.5bn in 1980. Today, prospects for increased oil revenues look equally bleak and the country's development programme, originally scheduled to cost \$62.5bn over five years has been drastically cut.

The extent of the cuts is a measure of the exaggerated ambitions created by the rise in oil prices in 1978-79. Even last year's export revenues could only be raised by ef-

fectively shaving the price of Libya's crude. Though limited to a quota of 750,000 barrels a day at the Vienna meeting of Opec last March, it was exporting close to 1.8m b/d by the end of the year.

Yet Libya's financial situation is less parlous than that of Nigeria, the other large African producer, its popular oil is only \$1m and its oil is close to European markets.

But in the short term there will be difficulties in meeting its commitments. Non-military expenditure this year is budgeted at about \$11bn, a little over expected revenues of \$10bn. Arms are estimated to cost about another \$4bn, leaving a shortfall of \$4bn-\$5bn.

Threatening noises by President Ronald Reagan's Administration

must ensure that military spending will not be cut. The General People's Congress, in theory the main decision making body in Libya, met last month in Tripoli and decided to obtain the maximum amount of weaponry it could and to set up a Libyan arms industry. The country already has 3,000 tanks.

At the end of last year, reserves were put at \$6bn but it is not clear how much of this is in an easily realisable form. Uncertainty in the oil market has made it difficult to arrange barter deals for the sale of oil, though the Soviet Union was getting 150,000 b/d of oil to clear a debt of \$1bn-\$2bn.

It is the delay in payments by Libya which has made so many suppliers nervous of the country

over the past 18 months. By the middle of 1982, diplomats in Tripoli said they believed Libya owed \$12bn, \$4.5bn of which was due last year. Some of this has now been cleared, but the Export Credits Guarantee Department in Britain is still paying compensation to suppliers at a rate of almost \$3m a month.

Within Libya, many big projects are now being delayed or cancelled. These include such major schemes as a vast railway network and the pipeline planned to bring water from Sufra in the interior to the coast. Companies tendering for the \$1bn Sirte fertiliser complex are being asked to back their bids with a commitment to finance the project.

But there are many heavy industrial projects like Misurata steel

and Zuwara aluminium in which the Government is too far involved to pull out. The allocation in this year's budget for the import of consumer goods is only 80 per cent of the figure for the import of capital goods for light and heavy industry.

The limited budget for consumer goods has caused grumbling, but this is not likely to have much impact. There are all sorts of stories of discontent, but nothing very much seems to happen. Gaddafi has a strong sense of how far he can go," says one experienced diplomat.

The General People's Congress decided to introduce the 12-hour day and there is likely to be some reduction in the foreign workforce. This numbered close to 400,000 in

1980 out of a total labour force \$30,000. Each year the foreign workers repatriate at least \$1bn.

A reduced oil price will make Libya's position more difficult. It exports have recently slumped to close to \$60,000 b/d from 1.8m b/d in December. This is the result of a dispute over pricing with the oil companies which are still lifting crude. They are also holding off until they find out the new Opec price level.

This puts the pressure on for greater cuts in Libyan imports later in the year. It will also increase the temptation to shave the price further to make Libyan oil competitive with Nigeria and the North Sea.

N-warheads withdrawal on Nato agenda

By Bridget Bloom,
Defence Correspondent
in Washington

NATO Defence Ministers meeting in the Algarve, southern Portugal this week are expected to decide whether the alliance should withdraw unilaterally several hundred nuclear warheads from Europe over the next few years. The 14 ministers are meeting in the Nuclear Planning Group (NPG) for their bi-annual review of Nato's nuclear forces and policies.

They will have before them the interim report of the High Level Group (HLG) of senior defence officials who have been assessing how far the stockpile of some 6,000 nuclear weapons in Europe could be cut without jeopardising the alliance's nuclear deterrence strategy.

The warheads to be withdrawn would be on short-range, so-called battlefield nuclear weapons, which range from nuclear artillery shells to bombs dropped from aircraft.

The HLG's study is described by its officials as complex, exhaustive and incomplete. They stress, therefore, that the NPG is very unlikely to decide what action to take before its annual session.

The question of withdrawing some nuclear warheads is becoming urgent, however, partly because it is linked to Nato's decision to deploy 572 new nuclear missiles in Europe from the end of this year.

When it decided to deploy the new weapons in 1979, the alliance guaranteed that the 464 new cruise and 108 Pershing 2 missiles would not mean a net addition to Nato's nuclear warheads in Europe.

With the talks to limit these intermediate range nuclear forces now stalled in Geneva, deployment of some of the new weapons may only 6-8 months away.

However, the alliance is also under pressure from within to rationalise its stockpile of weapons and may believe politically unusable, battlefield weapons. In a recent report, Nato parliamentarians urged the alliance to withdraw many more than the compensating 572 medium-range warheads.

Unofficial estimates suggest that Nato, with its programme of modernisation which includes replacing some battlefield nuclear weapons with conventional armaments, could withdraw up to 2,000 warheads.

The U.S. and British Governments, the alliance's only nuclear weapon powers, described the NPG as a forum in which they consult with and inform their non-nuclear allies of Nato nuclear forces. Only France, which is not integrated into the military alliance, and Iceland are not represented.

The NPG, therefore, is not concerned principally with nuclear arms limitation talks. But, Mr Caspar Weinberger, the U.S. Defense Secretary, is certain to be made aware of European dissatisfaction with the lack of movement at the INF talks in Geneva.

West European governments want the U.S. Administration to try to break the deadlock by putting forward new proposals in Geneva.

They argue under the U.S. zero option under which the U.S. would not deploy the new missiles in return for removal of some 600 existing Soviet missiles—but no hope of acceptance by the Soviet Union at this stage. They have suggested reduced ceilings of perhaps 300 warheads for each side as an interim solution.

The U.S. Administration is divided on whether the time is yet right for a new offer. While the State Department is said to support the European view, Mr Weinberger is claimed to believe firmly that a new offer should only be made much later in the negotiations.

President Ronald Reagan was reported this weekend to be studying official submissions from the two departments.

Finns start voting in two-day election

HELSINKI — Finns started voting yesterday in a two-day general election that could bring the Conservatives back into the coalition.

The Conservative National Coalition Party has been shut out of government for the past 17 years, partly because of a widespread belief fostered by its opponents that its inclusion could affect delicate relations with the neighbouring Soviet Union.

But the urban-based party, gaining strength as the Finnish population has moved from the countryside to the towns, is now forecast to make the biggest gains and win around 25 per cent of the vote. This will add about ten seats to its 46 in the 200-member parliament.

Pressure for the party's inclusion in government is bound to mount if they reach this figure, political leaders have said.

Moscow has confined itself so far to reporting the state of the parties and saying that Finland's foreign policy of conciliation and co-operation with the Soviet Union is not an issue.

All Finnish political parties have declared their backing for the country's official policy of neutrality and good neighbourly relations, the basis on which Finland maintains a Western-style capitalist democracy while sharing a 800-mile border with the Soviet Union.

The present government, led by Mr Kalevi Sorsa, is a coalition of its own social democrats, the Centrists, Liberals and the Swedish People's Party, commanding 103 parliamentary seats. Most political analysts believe it will endure.

Turkish media ban

On protest reports

MILITARY authorities have banned local media from reporting a wave of recent protest resignations from

Turkish universities and from publishing a series of unauthorized stories about a controversial Government shake-up of the banking system, Reuter reports from Ankara. In the past few weeks there have been regular reports of resignations by academics upset by the dismissal of about 200 of their colleagues over the past two years in what many of them say is a political purge. Newspapers have also given prominence to Government intervention in the banking sector and have speculated as to which of the country's 40 retail banks might be subject to state intervention.

Right-wing Greek publisher murdered

The publisher of a right-wing daily newspaper in Athens was shot dead in his office on Saturday by an unknown gunman, police said. AP reports from Athens. They said a young man burst into the office of Mr George Athanasiadis, publisher of *Uratyli*, and fired several shots from a pistol. Mr Athanasiadis had also owned a financial daily, *Naftemporiki*. *Uratyli*, which is opposed to the Socialist government, has a circulation of about 50,000.

Tikhonov starts visit to Yugoslavia today

Mr Nikolai Tikhonov, the Soviet Prime Minister, will pay an official visit to Yugoslavia from today until Friday for talks on bilateral and international issues, Reuter reports from Belgrade. His visit will be the first to Yugoslavia by a senior Kremlin leader since Mr Yuri Andropov assumed the leadership of the Soviet Communist Party in November. The Soviet Union is Yugoslavia's number one trading partner. Total trade between the two countries was worth \$7bn (\$4.7bn) last year.

FINANCIAL TIMES, published daily except Sundays and holidays, U.S. subscription rates \$420.00 per annum. Second Class postage paid at New York, N.Y. and at additional mailing centres.

Russia and Libya to sign treaty

BY ANTHONY ROBINSON IN MOSCOW

THE SOVIET UNION and Libya are agreed in principle over the weekend to conclude a treaty of peace and friendship. The move reflects the two countries' concern over the resurgence of U.S. influence in the Middle East but could also complicate Soviet relations with Egypt and the Gulf states.

The surprise announcement followed a visit to Moscow by Major Abdel Salam Jalloud, the Libyan Prime Minister and close associate of Col Muammar Gaddafi, the Libyan leader. It

contains any military clause which would commit the Soviet Union to come to Libya's assistance in case of hostilities between Libya and other states.

The Soviet Union has long sought shy of entering any formal commitment with the highly unpredictable Libyan regime but both countries share a growing resentment at the increase in Washington's influence in the Middle East and at the expulsion of the Palestine Liberation Organization from Beirut.

Shadow cast over EEC summit

BY JOHN WYLES IN BRUSSELS

EUROPEAN Community heads of government gather here to day for their first summit meeting of the year under the shadow of a major currency crisis, but nonetheless anxious to make progress on key economic, budgetary and political issues.

The agenda drawn by West German Chancellor Helmut Kohl, who will preside over the day-and-a-half meeting, could be severely disrupted if Finance Ministers fail to agree on a European Monetary System realignment in parallel negotia-

tions which will be taking place only half a mile away.

On the external front, the heads of government are expected to issue a new declaration on the Middle East, stressing that time is running out for a negotiated settlement of the Arab-Israeli confrontation.

The heads of Government will also be preoccupied with the confrontation with the U.S. over agricultural trade. They will hear a report on last week's talks in Washington between senior European Commissioners and Administration officials

which will be taking place only half a mile away.

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What makes the perfect partnership?

Control Data and Arbat are confident they have found the answers.

On Thursday 10th March it was announced that Arbat had agreed to join Control Data as a wholly owned subsidiary.

Control Data Corporation is a worldwide computer and financial services organisation, with headquarters in Minneapolis.

Founded in 1957, Control Data now employs over 56,000 people in 47 countries.

Total revenues exceeded \$4.3 billion in 1982.

Why has Arbat agreed to join Control Data?

Arbat is seeking to gain greater and faster penetration of the financial marketplace, and to accelerate its new product development programme.

While retaining its own corporate identity, Arbat will now operate as a subsidiary of Control Data, a company which understands Arbat's business.

As part of Control Data, Arbat will gain strength. The international banking community requires a high degree of expertise, stability, continuity and investment, which Arbat has through its new relationship with Control Data.

Arbat will benefit from an increased scale of operations, and from substantially greater investment in new products.

What attracted Control Data to Arbat?

Control Data strategy is to foster expansion of its services businesses, as a complement to its traditional computer hardware strength.

In particular, the financial marketplace is identified as offering major opportunities for growth in computer services.

Arbat increases the range of services Control Data can provide. And, as an extremely successful company in its field, Arbat brings a very high level of expertise in real-time application systems for international banking.

How will employees of the two companies be affected?

Both companies see that this new association can only bring greater career opportunities for their people.

The benefits of participation in established training programmes and marketing activities will broaden the experience of all employees.

How will Arbat customers be affected?

Arbat will maintain all its existing services to customers, with the added strength of Control Data.

Customers can gain advantage from the cross fertilisation of technical ideas and innovation.

What are the prospects for future growth?

Arbat and Control Data share tremendous confidence in their new association. As a team they can accelerate their growth in what they believe is a very promising business area.

Both companies have substantial and complementary links with the financial world, and the services available to these customers can now be increased.

Additional investment will help bring forward the development of new products, designed to attract fresh financial customers into the computer services marketplace.

Will future operations be on a worldwide scale?

Certainly, Control Data and Arbat view the international banking market as a single entity, and offer services which are appropriately international.

Local needs will be covered from Arbat offices in London, New York, Hong Kong, Singapore and the Middle East, supported by Control Data's network of offices throughout the world.



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OVERSEAS NEWS

Asean and Community ministers to meet

SUPERPOWER influences on the Kampuchean dispute and trade and investment links between the European Community and the Association of South-East Asian Nations (Asean) will be the main topics when the fourth foreign ministers meeting of the two groups begins in Bangkok on Thursday, AP-DJ reports.

The 10 EEC countries have given political support to Asean's call for a withdrawal of Vietnamese troops from Kampuchea and free elections there. Most of them also deny aid to Vietnam because of its aggression in Kampuchea, and Asean ministers will be looking for reaffirmation of this policy.

European sources say the Community is becoming more aware of Asean's economic potential. The group, which includes Malaysia, Indonesia, the Philippines, Singapore and Thailand, had an annual growth rate of 7·1 per cent between 1975-81.

The two groups have tried to promote investment and joint ventures since they made a comprehensive economic agreement in Kuala Lumpur, Malaysia, in March 1980.

Asean officials want European investment to diversify its investment sources. European sources estimate that Japan holds 32 per cent of the total foreign investment in the five Asean countries, the U.S. 16 per cent and the EEC 14 per cent. By 1980, total foreign investment stood at \$20·25bn.

One European official said: "There is no other region with such possibilities as the Asian market offers for European manufacturers, where European know-how can be used."

Herr Hans-Dietrich Genscher, West German Foreign Minister, and current president of the Economic Council of Ministers, will chair the two-day meeting jointly with Air Chief Marshal Siddhi Savetsila, Thailand's Foreign Minister.

Officials of the two groups will begin meeting in Bangkok today with some foreign ministers arriving tomorrow.

Officials say the agenda will include discussions on Sino-Soviet rapprochement - which is seen to have a direct bearing on the Kampuchean dispute - the presence of Soviet troops in Afghanistan, and the problem of IndoChinese refugees in Asean countries.

Thailand's rulers call early election amid coup speculation

BY JONATHAN SHARP IN BANGKOK

THAILAND'S rulers caught the nation by surprise with an announcement at the weekend that Parliament was being dissolved and general elections would be held on April 18, nearly two months earlier than expected.

A royal decree, countersigned by Prime Minister Prem Tinsulanonda, warned of the dangers of political chaos and violence if the vote was delayed.

The move follows months of wrangling between civilian politicians and Thailand's powerful military establishment over whether the latter should continue enjoying its central and long-standing role in running the nation's affairs. Speculation that a coup d'état - a frequently used means of changing the government in Thailand - might result has been swirling as thickly as the clouds of pollution in Bangkok streets.

The Thai army, led by its ambitious commander-in-chief Gen Arthit Kamlang'em, has been pressing for constitutional changes that would preserve the military's considerable powers. However, last week the Thai Parliament, in an unexpected show of independence, tossed out the proposed amendments and, in effect, threw down a gauntlet to Gen Arthit and his backers.

As the constitution now stands, the military will lose its privileged position on April 21. In addition, a new electoral system will come into force on that date that will favour the

Students intensify challenge in Assam

BY K. K. Sharma in New Delhi

STUDENT AGITATORS in the strife-torn north-eastern Indian state of Assam intensified their challenge to the new state government's authority at the weekend in a fresh wave of violence. At least a dozen people died in bombings, arson and stabbings.

The army, traditionally distrustful of civilian parties, based this old method, which makes both voters and potential MPs more amenable to military influence.

Thus, the announcement of an early election can be seen as a sop to Gen Arthit by Gen Prem, who himself was army commander-in-chief before becoming Prime Minister almost exactly three years ago.

A Government spokesman confirmed yesterday that the military's other constitutional prerogatives, which include being allowed to hold military and senior Government posts simultaneously, will lapse as scheduled on April 21.

But by then a new parliament will have been elected which, the army presumably hopes, will be favourably disposed to following the wishes of the military powerbrokers.

Suspicion that the army had some role in bringing forward the election date were fuelled by the fact that copies of the royal decree announcing the dissolution of parliament were issued to the Press by the army's operations centre several hours before the official statement on radio and television.

Nicaragua Right steps up attacks

BY TIM COONE IN MANAGUA

URGENT MEETINGS have been held over the weekend by leaders of the governing Sandinista movement, ministers and heads of political parties which support the government, to discuss the intensifying attacks by right-wing guerrilla groups which have penetrated as far as 70 kilometres of the capital Managua, within the past two weeks.

The Government is expected to issue a statement today on the difficult military situation.

The most recent attacks, which were close to the town of Matagalpa, seem well organised and co-ordinated. About 30 soldiers and Government personnel have been killed since the beginning of March, as well as peasant farmers.

Much of the fighting between the Sandinista forces and guerrillas backed by the U.S. and Honduras had been taking place close to the Honduran frontier. Many guerrilla units are now believed to have left

their bases in Honduras and established themselves deeply inside Nicaraguan territory. Sr Rafael Cordova, a member of the ruling junta, suggested that counter-revolutionary guerrillas had been parachuted into Matagalpa.

Sr Lenin Cerna, the head of Nicaragua's state security, said that at least 2,000 armed counter-revolutionaries are now operating inside the country in units of 100 to 200 each. The backbone of their forces con-

sists of former members of the disbanded National Guard, which earned notoriety under the regime of the late President Anastasio Somoza, whom the Sandinistas overthrew for its violence and brutality.

Since 1979, when the Sandinistas came to power, guardsmen have been regrouping and re-equipping, most notably in Honduras and in the southern U.S., with the intention to topple the Nicaraguan Government.

Zimbabwe farmers seek protection

BY MICHAEL HOLMAN IN HARARE

POLICE and army units are searching the Bulawayo area of Zimbabwe yesterday for the killers of an elderly white farming couple and their grandchildren, as well as the abductors of an accountant.

The killings will further damage the morale of the already disheartened 600 white farmers in Matabeland. The Commercial Farmers Union president, Mr Jim Sinclair, said he was seeking urgent meetings with army authorities to dis-

cuss the need for greater farm security.

Wednesday's kidnapping of Mr Robert Dyer-Smith and the Friday night murders of Mr and Mrs Eric Stratford and their two young grand-daughters are a stark illustration of the Government's failure to control anti-Government activity in the province despite the recent military operations.

Both incidents took place within a few miles of Bulawayo's city

boundary. Mr Dyer-Smith's abductors demanded the release of two senior Zulu opposition members currently on trial for treason.

The visit caused speculation in Harare that Mr Nhlilo may be carrying a message from the Government for the Zulu opposition leader, Mr Joshua Nkomo, now in London after fleeing to Botswana last year. It is far from clear, however, what message, if any, Mr Nhlilo might be carrying.

Israeli troops accused of indiscriminate firing

BEIRUT - The Marine commander of U.S. peacekeeping troops in Lebanon accused the Israeli Army yesterday of endangering civilians and U.S. Marines through a "gross lack of fire discipline" and very poor tactics.

The students have effectively prevented the new government from exercising its authority in Assam, large parts of which have been declared "disturbed" and are being patrolled by the Indian army. Mrs Gandhi has rejected demands to dismiss the state government and has refused to impose direct rule from New Delhi.

Mr Leghari was arrested for holding a public meeting and making speeches last week against the military regime of President Mohammed Zia-ul-Haq. He will be tried by a military court, the agency said.

He served until 1977 as the Speaker of the National Assembly during the Prime Ministership of Mr Zulfikar Ali Bhutto, the chairman of the PPP who was later executed.

Lebanese officials said that at least five civilians have been killed by indiscriminate Israeli fire.

Col James M. Mead also said that the "leading theory" about attacks on the multinational force here recently was that pro-Iranian Leba-

nese factions were responsible.

Col Mead said that Israeli con-

voy and patrols on the Old Sidon road, on the edge of the Maronite area at the international airport, engaged in what he called "reconnaissance by fire" - indiscriminate firing into areas along the road to discourage ambushes. He said this was apparently one of the reasons the Israelis were trying to keep the Marines from patrolling in the area.

"Initially, Marines could not go across the Sidon Road because we were concerned for our safety," Col Mead said.

Col Mead said that for over two

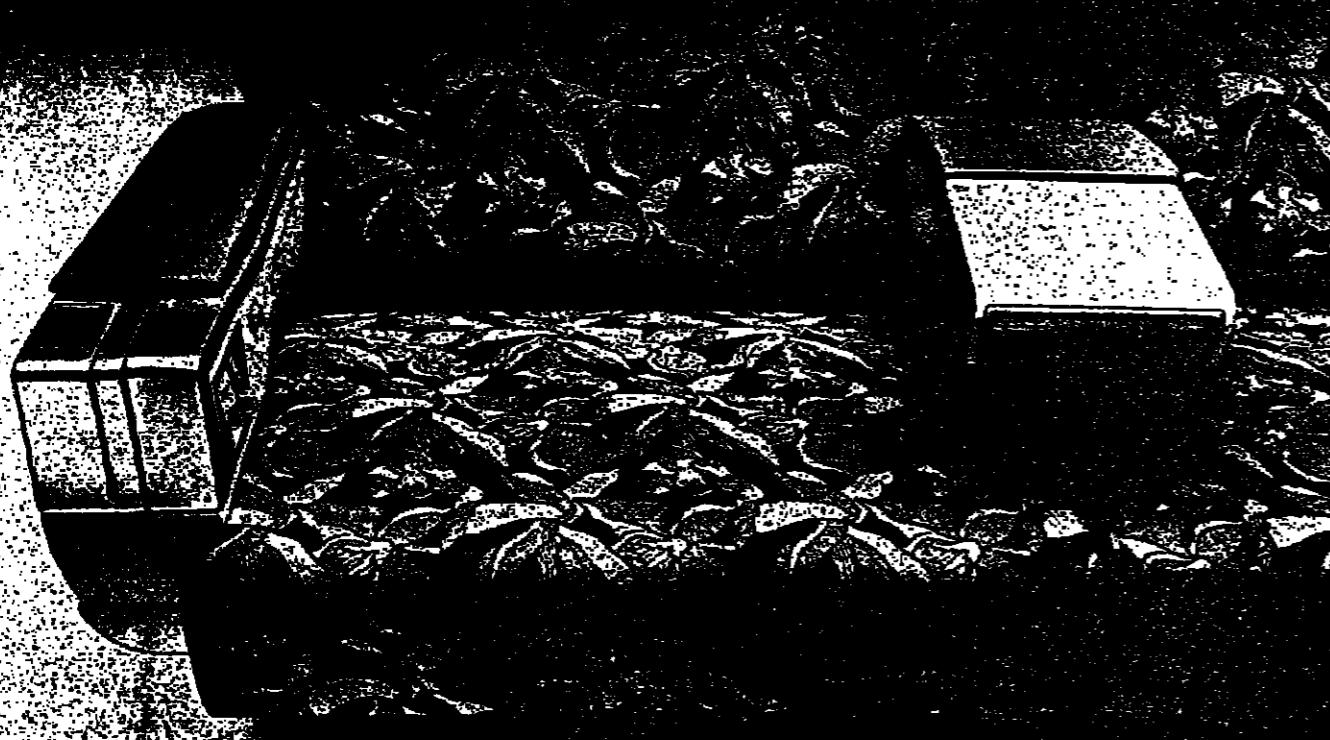
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easier because the new seat reclines a full twenty inches.

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Part of any great service is serving great food.

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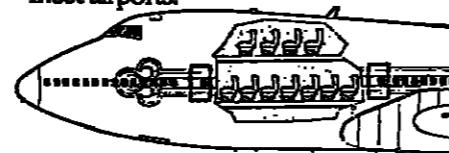
So now, you can choose between the Chicken Legs and the Beef Stroganoff.

Served on elegant china with fine cutlery and table linen.

Other niceties in the air include a selection of excellent wines and liqueurs, cheeseboards and baskets of tropical fruit, electronic headsets for your ears and comfort socks for your feet.

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WORLD TRADE NEWS

Rees for talks on U.S. export controls

BY PAUL CHESSERIGHT, WORLD TRADE EDITOR

BRITISH PRESSURE on the U.S. to change its system of foreign policy on export controls intensifies this week when Mr Peter Rees, the Minister for Trade, visits Washington for talks with senior Reagan Administration and congressional leaders.

Mr Rees will be urging changes to the Export Administration Act 1979. This law, which expires in September but will doubtless be replaced with another, provides the authority for the U.S. Government to impose export embargoes.

It was used during the bitter dispute between the U.S. and West European nations last year, when the Reagan Administration sought to prevent the flow of U.S. technology and equipment to the controversial Siberia-West Europe pipeline.

The British objection is not related to the ability of the U.S. Government to impose its law on U.S.-domiciled companies. Rather, it is directed at the regulations accompanying the Act that seek to extend U.S. controls over the subsidiaries over-

seas of U.S. corporations and the re-export of American goods.

At the root of the British complaint against the British government's use of foreign policy export controls is resentment against what Whitehall sees as an attack on UK sovereignty.

Mr Rees will arrive in Washington as congressional committees continue hearings on the shape of the law to replace the Export Administration Act. But neither Congress nor the Administration have so far defined their positions.

The debate in the U.S. so far has embraced not only lawyers and the business community but also foreign policy strategists. The Act has been used against the Soviet Union. Changes to it are thus caught up in wider arguments about the stance the U.S. should adopt towards the East Bloc.

The U.S. National Association of Manufacturers is concerned about the retroactive application of the Act, cutting across bonds and contracts, and it fears for the U.S. reputation as a reliable supplier.

Lawyers try to resolve beer row

By Nancy Dunne in Washington

ATTORNEYS FOR Mexico's National Association of Beer Manufacturers worked feverishly over the weekend to prevent President Reagan's approval of an executive order which would "graduate" Mexican beer from the U.S. General System of Preferences (GSP).

Negotiations broke down on

Friday after Mexican officials refused a U.S. offer to continue free access into the U.S. in exchange for a Mexican agreement to permit entry of 300,000 cases of American beer with a 75 per cent tariff.

At present, U.S. beer is virtually banned in Mexico, which is why the U.S. Brewers Association has sought to have its neighbour's beer removed from the list of GSP products.

Mexican beer takes less than 2 per cent of the U.S. market, but its foreign exchange

earnings are important to Mexico's ailing economy. At one point, its attorneys offered to admit 500 dozen cases of U.S. beer, equal to the market share held in the U.S.

William Chislett in Mexico City reports on the fall from boom to near-bankruptcy

Mexico pins its hopes on non-oil exports

MEXICO, which is battling with an acute liquidity crisis, has set itself the target of quadrupling its annual non-oil exports to \$20bn by 1988.

Senior trade officials say the target is a matter of economic survival if it is not achieved, the country faces the grim prospect of an even higher and permanent level of unemployment—at present only three of five Mexicans have full-time jobs—and a slim chance of ever reducing the crippling level of foreign indebtedness.

Current debt

With a total current debt of \$83bn, Mexico is now in a critical position of dependence on oil exports. At a time when oil prices are severely depressed, oil exports have shot from 15 per cent of total exports in 1976 to 75 per cent last year while non-oil exports have declined in real terms. Interest payments of \$10-12bn will eat up most of this year's \$13-15bn of oil export revenue earned by Mexico, the state oil concern.

The new Government of Sr Jose Lopez Portillo squandered the country's oil wealth. Instead of using the mounting oil revenues, as was the intention, to build up a strong and labour-intensive non-oil exporting industry, the Government used the money to support an over-

valued peso and thereby encouraged massive outflows of capital, sucked in imports of luxury items, kept domestic industry heavily protected and in effect mortgaged the country through hefty foreign borrowings.

In six years Mexico went from boom to bankruptcy. Repayments of principal totalling \$20bn over the next two years have had to be rescheduled.

The overvalued peso made it not worthwhile for Mexican exporters to compete on international markets. Instead they dedicated themselves to the booming home market.

The domestic market is now in deep recession. Many companies have no alternative but to export if they are to avoid being pushed under by the weight of servicing their dollar debts and falling domestic sales.

The new Government of President Miguel de la Madrid seems determined to learn from Mexico's mistakes and to use the crisis to make the economy export-oriented once and for all.

This year there will be a trade surplus of about \$7bn, but not because of any great advances in exports—imports have plummeted.

The peso is now deliberately under valued to make exports competitive and the country a

bargain for tourists. The currency fell against the dollar by 82 per cent in the past year. The level of protectionism will also be gradually reduced to force companies to be more efficient. Currently almost 100 per cent of imports are under the licence system because of ex-

change controls.

However, membership of the Geneva-based General Agreement on Tariffs and Trade (Gatt) world trade organisation is not a priority, although Sr de la Madrid and his Trade Minister, Sr Hector Hernandez, both favoured Mexico joining Gatt when the issue was rejected in 1980.

Breaking rules

At that time the two men were respectively Planning and Deputy Trade ministers.

"It does not make sense for us to join Gatt when it is now in a crisis and its members are breaking the rules," said a senior trade official.

"Gatt is like a golf club," said Dr Ernesto Amanat, the president of the Mexican Businessmen's Council for International Relations.

"We should join it but only when our handicap is good, otherwise we will get smashed."

In the past two months there has been a surge in the export of some goods other than the traditional exports of oil, silver,

coffee, cotton and shrimp. Some companies in northern Mexico are shipping to the U.S. truck loads of bricks. Hylsa, the leading private steel mill, is exporting to the Middle East for the first time.

But there are still problems which are hindering non-oil exports.

The last private sector

which accounts for the bulk of these exports, says that dual exchange rate system, with a controlled rate currently at 107 pesos per dollar and a free rate at almost 150 pesos, is a deterrent to exporting.

Businessmen are having to buy their dollars for imports mainly at the free rate, even for those imports of essential goods which fall within the more favourable controlled rate category. This is because of the dire shortage of dollars in Mexico.

Export earnings also have to be changed in the state banking system at the controlled and not the free rate.

The Government believes that the controlled rate, which is still against the dollar by 14 centavos a day, is sufficiently attractive for exporters.

Exporters, however, are keeping many of their dollars abroad and are not repatriating them—to the detriment of Mexico's already depleted foreign reserves.

Second, Mexico has still not settled the issue of U.S. countervailing duties on its subsidised exports.

The last Government drafted a November a bilateral trade agreement with its U.S. neighbour, under which proposed damage to U.S. economic interests would be avoided before duties could be imposed on subsidised Mexican exports. But it decided to leave the matter to the new Government.

Economic damage

As Mexico rejected Gatt membership and also has not signed the latest Gatt code of conduct on subsidies and countervailing duties, the U.S. does not have to prove economic damage to Mexico before imposing duties.

Mexico has cancelled its programme of tax rebates for exporters and also is going to raise the subsidised rates of interest on its export credits. But the new Government is reluctant to commit itself in any way to signing the Gatt subsidies code which it would have to consider doing as part of its trade agreement with the U.S.

N-plant 'could boost' UK ties with China

BY ROBERT COTTRELL IN HONG KONG

THE HONG KONG Government says talks held last week on a nuclear power station proposed for Guangdong Province, China, indicated that the station could offer a valuable opportunity to strengthen economic ties between China and the UK, and could be beneficial to the stability and prosperity of Hong Kong.

Another round of talks is to be held in Peking this week. The Hong Kong talks involved representatives of the British and Chinese governments.

The Hongkong Government's prepared statement said yesterday that the project involves "complex proposals" and that the week's discussions "covered a number of aspects . . . including finance and the provision of electricity from the power station to Hongkong."

Hongkong is expected to buy the majority of power generated by the Guangdong plant, yielding the foreign exchange which will be needed to service financing costs.

JAL orders stretched Jumbo jets

By Michael Donne, Aerospace Correspondent

JAPAN AIR LINES (JAL) has placed an order for two of the new Boeing "stretched upper deck" models of the 747 Jumbo jet airliner, worth \$1.19bn, including spares and support equipment.

The aircraft, for delivery next November, will be used on routes from Tokyo to San Francisco and Los Angeles.

They bring total JAL aircrafts of Boeing 747s to 47 aircraft, making the airline the biggest single buyer of Jumbo jets.

Total sales of all versions of the 747 now amount to 597 aircraft, of which 568 have been delivered.

SHIPPING REPORT

Modest revival gains momentum

BY ANDREW FISHER, SHIPPING CORRESPONDENT

THE MODEST revival in shipping markets gained further impetus last week as falling oil prices encouraged more interest in the tanker market and dry cargo rates continued to move slowly ahead.

While rates are still low after the steady collapse of the past two years, the early months of 1983 have seen a distinct lightening of the gloom surrounding the industry.

On the dry cargo side, Demolines Coast reported that the week ended on a happier note with rates rising. The grain rate from the U.S. gulf to Japan is believed on a single-voyage basis, to have reached \$18.75 per ton and may move into the low \$20s.

The market on the Great Lakes is also seeing more action. Ships of 27,000 tonnes are obtaining \$4,500 a day, which is \$500 more than the week before. Limited signs of recovery are seen, too, on the long-depressed Far East markets for all sizes.

Denholm, however, sounded a warning note which is at the back of most minds in the industry. One worry that we have is the breakout from lay-up, which many ships appear to be doing. This is bound to counter-balance the modest recovery of rates in the Atlantic.

After long uncertainty about oil prices, the tanker market was still beset by some confusion as to where these would probably settle, now that producers have agreed cuts and quotas. "It has to be decided whether the market feels that the new price levels are low enough, or whether buyers will still hold off, awaiting further reductions," said E. Gibson Shapero.

There was a feeling that conditions were somewhat better, it added, as the tonnage surplus in the Gulf was still huge, especially for big tankers.

Gilmouth Wrightson reported that a steady amount of cargo had been lifted from the Iranian terminal of Kharg Island in the past few weeks.

Confrontation with Iraq in this sensitive area now seemed less likely, it noted, "and one can therefore expect Iranian crude to flood on to the markets."

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STATISTICAL TRENDS: AGRICULTURE

Agricultural output and trade growing

WHILE the contribution of agriculture over the past two decades has declined overall in its contribution to gross domestic product, output and trade volumes have on the whole grown relatively consistently. Employment in the sector has declined with improvements in farming efficiency and techniques, and also because other sectors often provide better monetary returns.

Self-sufficiency

For developing countries, in particular, the pursuit of the agricultural objectives of a balance of self-sufficiency and a primary source of export of cash for financing, is often constrained by the vagaries of weather, lack of finance or aid for the education in and modernisation of farming methods, high interest rates and adverse exchange rates or currency price movements.

Continuing high production of, for example, wheat, beef, lamb and dairy produce

Commentary by Our Economics Staff; data analysis by Financial Times Statistics Unit; charts and graphs by Financial Times Charts Department

during the world recession has caused a drop in prices and therefore farming incomes. High interest rates have helped since many farmers rely heavily on bank loans to tide them over between harvests.

For these reasons, revenues of even the most efficient producers have been undermined. Around the world, the number of farm failures has been rising and the farmers'

plight is having a knock-on effect on other sectors, with less fertilizer being used and reduced purchases of farm equipment.

International trade has become more restricted with the pursuit of policies designed to protect each country's or groups of countries' domestic market.

At the same time, farmers may be encouraged by support measures such as subsidies to produce more than can be consumed at home, resulting in increasing over-production and, indeed, especially in years with bumper harvests like recent ones, for a relatively static world market.

Harvest

Although countries like America, which has been badly hit by a misfortune of the weather, and the Soviet Union experienced a poor harvest year, the EEC on the other hand had a good summer in 1982. The EEC Common Agricultural Policy (CAP) guarantees that farmers are paid for their produce with surpluses being exported at subsidised prices — a source of friction with the U.S., New Zealand and Australia.

While the EEC share of world trade has risen sharply in recent years, the combined effect last year of good harvests and the CAP, is even larger surplus to be disposed of on the world market.

At the same time, however, the EEC as a whole has a considerable farm trade deficit, being the world's biggest importer of agricultural products, especially from developing countries.

CONTRIBUTION TO GDP BY SECTOR

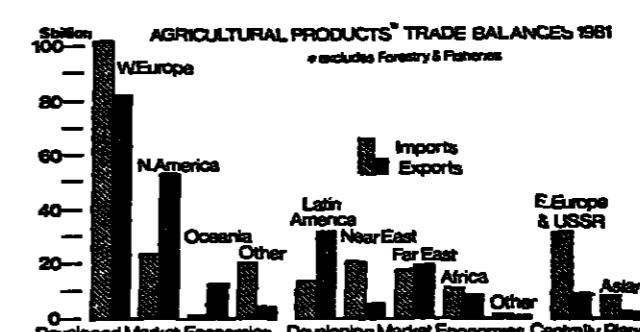
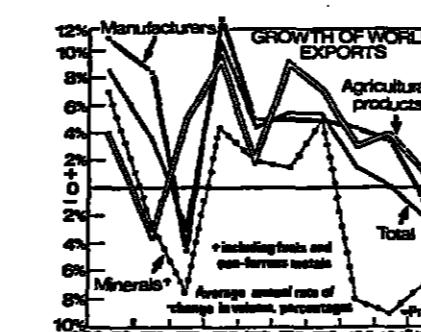
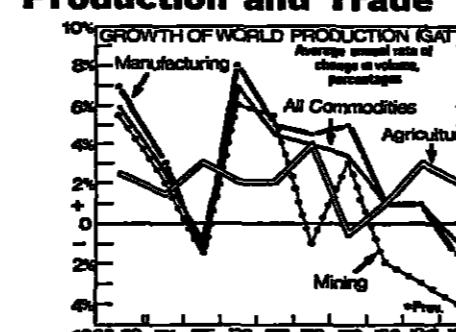
% in 1960 and 1980

Economics	Agriculture*	Industry	Services
Low-income	(50)	36	(18)
China and India	(50)	33	(20)
Other low-income	(49)	45	(12)
Middle-income	(24)	15	(30)
Oil exporters	(28)	14	(24)
Oil importers	(23)	15	(22)
High-income			
Oil exporters	(na)	1	(na)
Market	(6)	4	(40)
Non-market	(21)	15	(62)

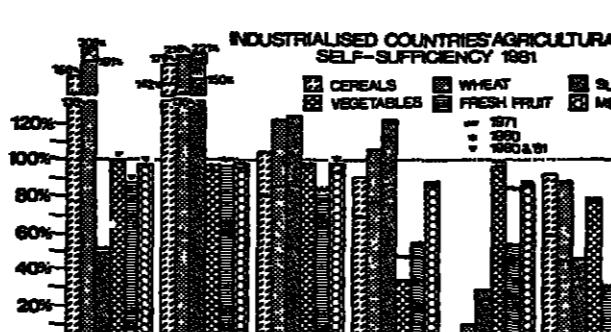
* Comprising agriculture, forestry, hunting and fishing. † India only. ‡ Based on Net Material Product. na Not available.

Source: World Development Report 1982—World Bank

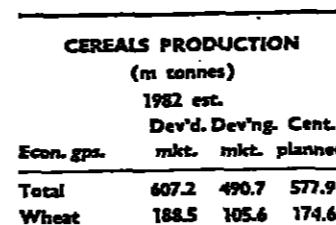
Production and Trade



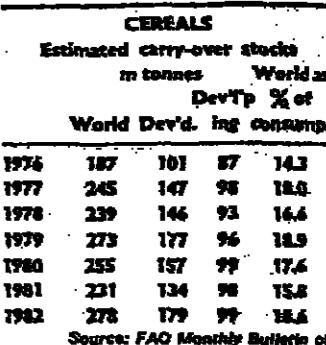
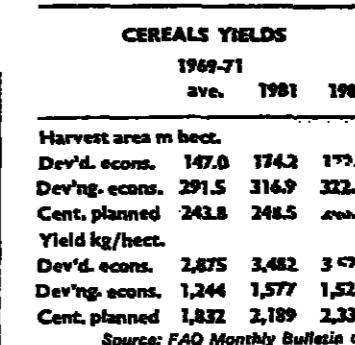
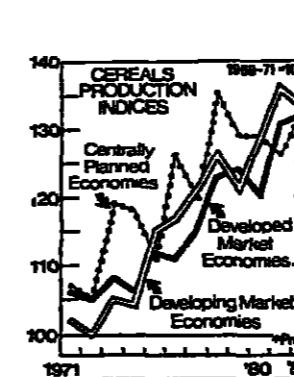
WORLD PROD. TRADED* (in %)	
Based on average of 78, 79 & 80	
Wheat	16.2
Maize	17.5
Soyas	30.4
Wine	7.5
Sugar	25.1
Milk powder	20.7
Skimmed and whole	10.7
Butter	5.0
Cheese	5.0
Beef and veal	1.8
Pigmeat	1.6
Poultry meat	1.6
Excluding intra-EEC trade and processed products	1.6
Intra-EEC trade and processed salted meat for trade	1.6
Source: FAO and The Agricultural Situation in the European Community 1982	



Cereals



Source: FAO Monthly Bulletin of Statistics



Crops

CROP PRODUCTION

m tonnes—1982 estimates

Dev'd. Dev'n. Cent. mkt. mkt. planned

Econ. gpa.

1,000 tonnes—1982 estimates

Dev'd. Dev'n. Cent. mkt. mkt. planned

Econ. gpa.

Total nuts 1,707 1,500 551

Root crops 74.5 196.3 290.3

Potatoes 71.5 33.7 157.2

Total pulses 4.8 26.0 15.2

Veg & melon 98.0 132.2 135.5

Fruits 104.9 151.0 40.2

Grapes 41.6 140 11.0

Citrus fruit 24.1 27.7 1.6

Bananas 0.8 39.1 1.4

Apples 17.6 5.5 13.7

Source: FAO Monthly Bulletin of Statistics

Total nuts 1,707 1,500 551

Oil crops (oil equiv.) 18,943 26,376 11,775

Oil seeds 29,319 53,601 16,549

Cocoa beans 1,669

Coffee green 1,498

Tea 111

Veg. fibres 3,267 9,569 8,327

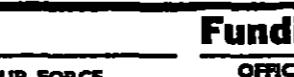
Cotton lint 3,019 5,622 6,121

Jute 1 2,537 1,398

Tobacco 7,340 2,120 2,005

Natural rubber 3,579 196

Source: FAO Monthly Bulletin of Statistics



NEW ISSUE

All these securities having been sold,
this announcement appears as a matter of record only.

March 1983



Ireland Japanese Yen Bonds of 1983 — Fourth Series

15,000,000,000 Japanese Yen
8.5% Bonds due 1993

Daiwa Securities Co. Ltd.

The Nikko Securities Co., Ltd. The Nomura Securities Co., Ltd. Yamaichi Securities Company, Limited

The Nippon Kangyo Kakumaru Securities Co., Ltd.

Sanyo Securities Co., Ltd.

Merrill Lynch Securities Company, Tokyo Branch

Osakaya Securities Co., Ltd.

Bache Halsey Stuart Shields(Japan) Ltd., Smith Barney, Harris Upham International Incorporated, Tokyo Branch

The Chiyoda Securities Co., Ltd.

Hinode Securities Co., Ltd.

Marusan Securities Co., Ltd.

Toyo Securities Co., Ltd.

The Kaisei Securities Co., Ltd.

Mito Securities Co., Ltd.

Nichiei Securities Co., Ltd.

Utsumiya Securities Co., Ltd.

Daito Securities Co., Ltd.

Okatoku Securities Co., Ltd.

Algemene Bank Nederland (Ireland) Limited

Bank of America International Limited

Barclays Merchant Bank Limited

Citicorp Capital Markets Group

Citicorp International Bank Limited

The Investment Bank of Ireland Limited

Orion Royal Bank Limited

Allied Irish Banks Limited

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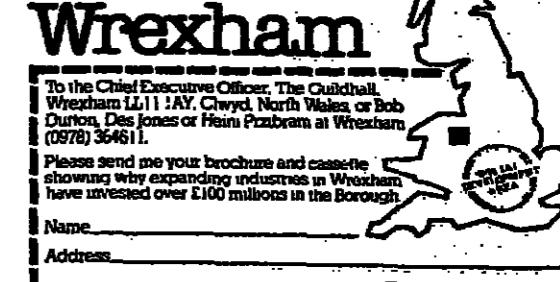
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UK NEWS

MPs likely to challenge reshuffle at TV station

BY RAYMOND SNOODY

MR JONATHAN AITKEN yesterday defended his appointment as chief executive of TV-am, the troubled breakfast television station, saying it was an interim measure in exceptional circumstances.

"I entirely agreed with those saying my appointment as chief executive should be a temporary one," Mr Aitken, Conservative MP for Thirsk East, said in his office at the TV-am studios in North London. On Friday Mr Peter Jay resigned as chairman and chief executive and was replaced by Mr Aitken and Lord Marsh, who becomes part-time chairman.

Labour MPs are likely to raise in the House of Commons the issue of the appointment of an active Conservative politician at a politically sensitive time to head a television channel.

But yesterday Mr Aitken said the alternative to his appointment would have been leaving a dangerous vacuum of leadership at TV-am while the search for a new chief executive takes place.

Mr Aitken argued that it had been essential to appoint quickly someone with a background in business management and television programme-making who also had the confidence of the shareholders

and who could win quickly the confidence of presenters and other staff.

He said he believed that without such an appointment TV-am "could easily have slid into a dangerous period of drift and indecision." This could have caused a collapse of business confidence which could quickly have threatened the future of the company and the employees.

The Independent Broadcasting Authority, which supervises the top appointments in commercial television, said Mr Aitken's appointment had been accepted because of the exceptional circumstances.

It said it wanted to see speedy progress towards the appointment of a permanent chief executive at TV-am and wanted it in weeks rather than months.

Mr Aitken said reports suggesting there were plans to dismiss any of the "famous five" presenters — David Frost, Anna Ford, Robert Kee, Michael Parkinson and Angela Rippon — were "complete nonsense." Neither presenters nor programme makers would be dismissed. There might, however, be some redeployment.

He emphasised that he had no immediate plans for major change —

Receivers called in at Cornish tin mine

BY CHARLES BATCHELOR

WHEEL CONCORD, a Cornish tin mine which was reopened in 1980, has gone into receivership after a dispute with Rio Tinto-Zinc over the milling of the mine's output.

The old workings of Wheal Concord were restarted after a 160-year gap during a general revival of the Cornish tin mining industry. About 21,000 tonnes of ore had been mined when it shut down suddenly last November.

Attempts by the owner, Mr Nick Warrell, of Falmouth, to find a buyer for the mine were unsuccessful and receivers were appointed during the weekend.

The company has debts of about £1m to Lloyds, its main bankers, and other creditors, according to Mr Colin Bird of the accountancy firm Price Waterhouse.

"Wheal Concord had a contract to ship all its ore to RTZ's nearby Wheal Jane mine for milling before going on for smelting," Mr Bird said yesterday.

Last November, Wheal Jane suddenly stopped taking the ore. Wheal Concord came to a grinding halt. The 50 men who were mining came up from their shift and went home

without pay. They have not been back to work since.

Mr Warrell confirmed that RTZ had stopped taking the ore, but said he had no idea why the decision had been made.

However, RTZ said yesterday it was prepared to resume the milling of Wheal Concord's output, provided a new contract could be negotiated.

The company declined to comment, but the dispute is understood to hinge on the quality of the ore which was being supplied for milling.

RTZ paid Wheal Concord for the ore on the basis of the assumed tin content. The ore grades declined, however, and, by the time this was discovered, RTZ had paid too much to Wheal Concord. The two sides have been unable to agree a formula for paying this debt.

Wheal Concord's accounts for the 14 months ended November 30, 1981, show spending of about £500,000 on the reopening of the mine and no income. The reserves are £405,000 in the red, although a government grant of £107,000 has been set against this.

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Sizewell B safety aspects unresolved

By A Special Correspondent

THE NUCLEAR installations Inspectorate last week reported to a public inquiry that 82 safety aspects of the proposed Sizewell B power station in Suffolk, on the east coast of England, were still unresolved.

The Inspectorate says these outstanding safety issues must be resolved before it can consider licensing the proposed plant. This will ensure that only small design changes would be necessary at a later stage.

During four days of cross-examination at last week's inquiry, Mr Robert Priddle, an Under-Secretary at the Department of Energy and head of the policy division, was questioned on energy demand forecasts, the future of the coal industry and plutonium exports.

Mr Priddle gave an impressive performance but Mr John Taylor QC, for the Council for the Protection of Rural England, gave him a particularly difficult time on the Government's attitude to energy conservation.

Mr Priddle said the Government wanted to create a free market situation for energy, with a diversity of power sources finding their own price levels. He said this would influence efficiency and conservation among consumers.

The Government did not want to make decisions on behalf of individual consumers, he said.

Britain's power supply relies heavily on the coal industry which provides 83 per cent of total supply compared with nearly 13 per cent from nuclear plants using uranium fuel.

Mr Priddle said the Government believes coal will continue to dominate future supply but does not want to rely too heavily on only one source. He said the Government hopes nuclear supply will increase to 20 per cent or more by the end of the century.

Objectors to the nuclear plant last week argued for an energy policy based broadly on coal with greatly increased investment in conservation and more commitment to the development of renewable sources.

Northumberland County Council was among the objectors cross-examining Mr Priddle.

The council is participating in the Sizewell B inquiry because it is worried that plans by the Central Electricity Generating Board (CEGB) for a nuclear plant at Druridge will harm the local labour-intensive mining industry.

Rescue for Belleek pottery

GOVERNMENT aid to rescue the financially-troubled Belleek pottery in Northern Ireland is expected to be announced this week. The 125-year-old pottery which employs 200 workers in County Fermanagh, ran into difficulties last year when sales of its fine China products in its main North American markets were hit by the recession.

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Labour and Alliance neck and neck in new Darlington poll

BY PETER RIDDELL, POLITICAL EDITOR

THE LABOUR and SDP-Liberal Alliance candidates are running neck and neck in the run-up to Thursday's Darlington by-election, after a weekend in which hundreds of canvassers poured into the town.

Campaign managers of both front runners believe the outcome could be close, within 2,000 votes, in a seat which Labour held with a 1,052 majority in 1979.

A survey by Durham University gave the Alliance's Mr Tony Cook 38.6 per cent of the vote, Labour's Mr Ossie O'Brien 36.5 per cent, and Conservative Mr Michael Fallon 24.8 per cent. This was after eliminating the fifth of voters who are "don't knows."

Interviews were carried out on Thursday from a random sample of 811. The survey needs to be treated carefully as it was not carried out by an established national polling organisation.

Two national polls on Wednesday, by ORC and NOP, put Labour ahead with 37 to 33 per cent, against 35 to 36 per cent for the Alliance, and 28 to 27 per cent for the Tories. A telephone poll put the Tories second behind the Alliance.

The key question now is whether the Alliance can squeeze the Conservative vote on a "stop Labour" appeal, the so-called tactical vote. Comments from canvassers suggest that any squeeze on the Conservative vote is likely to be much less than at Bermondsey where there was a large switch to the victorious Liberal.

The Labour vote seems to have solidified in the past week, particularly among working-class men, following the party's strong counter-attack involving many of its leaders on visits.

The other main question is whether the widespread press criticism of Mr Cook on policy issues will influence voters. Canvassers say Mr Cook, who is well known as a local TV reporter, has made an impact with working-class women. This is confirmed by the survey.

Alliance campaigners, however, recall that in the past opinion polls have underestimated its support and overestimated Labour's.

Campaigning has intensified with many MPs, full-time organisers and voluntary canvassers in Darlington.

The emotions boiled over on Saturday when Labour supporters clashed with the lorries carrying the SDP and Conservative candidates.

The Darlington result is being watched closely at Westminster as a better guide than Bermondsey, where there were several special factors.

A Labour victory would reinforce Mr Michael Foot's leadership, while an Alliance win would sustain its revived momentum for the Cardiff North West by-election, probably in five to six weeks' time.

The Conservatives are, however, watching the outcome apprehensively in view of the Alliance revival.

The outcome, together with the May local election results, will affect the timing of the General Election. At present there seems only a slim chance of a June election and opinion among Ministers and MPs has switched to October or next year.

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UK NEWS

Notice to Holders of Eaton Corporation
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Eaton Corporation is offering to exchange one share of its new \$10 Serial Preferred Shares, Series B, for every five of its Common Shares validly tendered and not withdrawn prior to the expiration of the offer up to 5.4 million Common Shares. Eaton Corporation is also offering on the same basis to exchange Series B Preferred Shares for an additional number of Common Shares held for participants in the Eaton Corporation Employee Share Purchase and Investment Plan, the actual number of which will depend upon the number of Common Shares tendered by holders other than such participants but which in no event can exceed 1.5 million shares. The offer will expire at 5:00 P.M. New York City time on April 12, 1983, unless extended by Eaton Corporation, and the exchange of shares will be made as soon as practicable after the expiration of the offer.

The 5% convertible subordinated guaranteed debentures due May 1, 1987, which were issued pursuant to the indenture among Eaton International Finance Corporation, Eaton Corporation, Guarantor, and Chemical Bank, Trustee (as subsequently amended) are convertible into Common Shares at a price of \$36.67 per share.

Lonrho
questions
merger
policy

By David Churchill

Mr Roland "Tiny" Rowland, chief executive of the Lonrho group, is understood to have asked the Government for a clarification of its policy towards retail mergers.

Mr Rowland is believed to have written to Lord Cockfield, the Trade Secretary, asking whether the Government's policy has changed after its recent decision not to refer the various bids for the UDS retail group to the Monopolies and Mergers Commission.

The Lonrho letter comes after restrictions placed on it by the Trade Secretary, preventing it seeking to bid again for the House of Fraser department store group which includes Harrods.

In December, 1981, the commission ruled that Lonrho's attempted takeover of House of Fraser was against the public interest. Lonrho subsequently gave undertakings to the Trade Secretary that it would not proceed with the bid. This is normal practice, after an adverse ruling by the commission.

However, last autumn, Lonrho approached the Office of Fair Trading - which negotiates the undertakings on behalf of the Trade Secretary - asking to be relieved of this commitment. No such release has so far been granted by the Trade Secretary.

Mr Rowland, however, apparently felt that Lord Cockfield's decision not to refer the rival bids for the UDS group to the commission was a sign that the Government's policy was now in favour of retail mergers. According to one Whitehall official, Mr Rowland's letter "appeared to be a bit tongue in cheek, since the cases are quite different."

It is understood that no official response has so far been made by the Trade Department to Mr Rowland's letter.

A Trade Department spokesman refused to comment on the basis that private letters to the Trade Secretary were not normally discussed in public.

A spokesman for Lonrho also refused to comment, other than to point out that attempts had been made last year to gain a release from its undertakings.

Recession strikes at 1,900 jobs in the shops

Littlewoods just too down-market

BY DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

THE DIRECTORS of the Littlewoods Organisation must at times feel relieved that their concern is Britain's largest privately-owned company.

"If they were a public company the shareholders and financial institutions would be baying for their blood by now after their dismal performance of the past few years," said one stockbrokers' analyst whose job it is to follow the fortunes of Littlewoods against the day when it finally does decide to go public.

That day, however, seems a long way off following last week's decision to make 1,900 workers from its retail divisions redundant.

The move coincided with Littlewoods' release of its 1982 preliminary financial figures showing that its retail operations made a £1.1m loss (against a £3.2m profit in 1981) on retail sales up by a tenth.

It was only the pools operation - which turned in £10.9m profits before tax (£1.1m up on 1981) - that spared Littlewoods' blushes. Significantly, none of the 1,900 jobs lost have come from the pools business.

The gloom over Littlewoods' Liverpool-based headquarters this week is a far cry from the late 1970s, when profits and sales were leaping ahead. In 1979, for example, group profits were £41.7m, of which some £33.5m came from the retail operations.

At that time Littlewoods' mail order and chain store activities were seen as glittering jewels in the retail sector, eliciting even the likes of Marks and Spencer.

What went wrong was that Littlewoods' management failed to come to grips with the recession, which struck with a speed and a severity following the VAT increase in 1979 that left it reeling.

Littlewoods' problem was that its dual retailing activities - mail order and chain stores - were both positioned down-market.

"Littlewoods' traditional customers were always likely to be most susceptible to the effects of the recession," points out another Littlewoods-watcher, Mr John Richards, of stockbrokers Capel-Cure Myers.

Littlewoods sells mainly men's and women's clothes from its high Street stores, as well as home furnishings and some food. The stores are bright and functional, giving the clear impression of being both "cheap and cheerful."

Its main rivals are British Home Stores and Marks and Spencer, although there is some overlap with the F.W. Woolworth stores, which also sell clothes and furnishings.

As disposable incomes were squeezed, so Littlewoods' customers had less to spend in its stores or through the mail order catalogues.

At the same time chain stores such as Marks and Spencer were able to persuade shoppers that they were not as far up-market as had

been thought, and some judicious price-cutting reaped enormous dividends for marks in terms of both higher sales and profits.

Marks and Spencer, which has some 250 stores compared with Littlewoods' 110, had a retail turnover in the UK for the year ending March 31, 1982 of just over £25m and pre-tax profits of £21.6m. Littlewoods' chain stores produced only £45.3m in sales for 1982 and, although not revealed by Littlewoods, is thought to have been the main cause of the retail trading loss of £1.1m last year.

The comparison with Marks is even more stark on a sales per square foot basis, a traditional yardstick of retail productivity. Marks is the envy of most retailers with a figure of £303 annual sales per square foot. Littlewoods does not reveal its retail selling space, but trade estimates suggest that its sales per square foot are about half that figure.

Littlewoods' traditional retail strength has been in mail order, where it is number two in terms of market share to Great Universal Stores, but this sector has suffered badly during the recession.

The fierce price-cutting in the past two years as retailers disposed of excess stocks has made mail order catalogue prices look expensive.

At the same time chain stores such as Marks and Spencer were able to persuade shoppers that they were not as far up-market as had

tional credit bonus offered by mail order.

Thus Littlewoods' mail order sales advanced by only just over 7 per cent to reach £70.2m last year.

Littlewoods' trading difficulties were not helped by the boardroom changes of recent years when Sir John Moores first retired in 1977 - handing over to his son, Peter, for three years - and then took over the reins again before finally quitting in March last year.

Sir John was followed as non-executive chairman by Mr John Clements, who is also chairman of the Unigate group. Three other outsiders were introduced in non-executive roles and Mr Tom McAuliffe was recruited last summer from the Argos stores group as managing director.

Mr McAuliffe, however, quit after only four months in the job, citing "irreconcilable differences" with the Littlewoods board.

Mr McAuliffe's strategy was for a complete shake-up of the stores operation to create discount store chains similar to the K mart operation in the US. The other Littlewoods directors, it is understood, felt that this was going too far down-market.

Consequently, after Mr McAuliffe's departure in early December, the board hired outside management consultants - Littlewoods refuses to name them - to suggest manpower cuts.

The TUC staff paper proposes that the rules be changed to say that only unions or union sections whose executive is not subject to decisions by a higher authority may be represented on the council.

This is designed to head off a move by some unions to affiliate sections separately, claiming they are autonomous, to gain extra seats.

The unions and the party also meet today to finalise a pre-electoral pact between the Labour movement's two wings.

On employment, the TUC has proposed a repeal of the 1980 and 1982 Employment Acts.

The unions and the party are likely to agree on a pay formula including a commitment to involve unions in resource allocation and to raise low pay in return for the unions' assuming a new responsibility for the planning of real incomes as an aspect of the production process.

Decision
day for
Labour
and unions

By John Lloyd, Labour Editor

TRADE UNIONS and the Labour Party will make decisions today on issues fundamental to their future strengthened relationship to government.

These are:

- The structure of the TUC General Council;
- The kind of employment legislation which the TUC will press on future governments;
- The nature of an agreement on economic policy and pay with a future Labour Government.

The first issue is a long-running dispute which still divides unions, generally on a Left-Right basis.

The council's political balance is at stake, and a new system, passed by Congress last September, for automatically allocating at least one council seat to every union with more than 100,000 members, is at issue.

Left-led unions, fearing reduced influence as smaller, generally Right-led unions seem set to gain representation from September, have lobbied hard against it.

They may succeed at today's meeting of the TUC finance and general purposes committee in voting down a paper proposing a change in TUC rules necessary for this system.

The TUC staff paper proposes that the rules be changed to say that only unions or union sections whose executive is not subject to decisions by a higher authority may be represented on the council.

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BUILDING AND CIVIL ENGINEERING

On the road to Peshawar

INTERNATIONAL BIDS are being invited by the Pakistani Government for the financing and construction of one of the world's largest road building projects to be undertaken this decade.

The project will cost an estimated \$850m-\$750m and involves building a second carriage-way on the Peshawar to Karachi road, which runs for 1,540km throughout the length of the country, starting near the Khyber Pass, the frontier border in the north and finishing on the Arabian Sea in the south.

Bidders must be led by a local Pakistani company and also have to include international civil engineering contractors and financiers who will provide \$400m or more of the total cost as a long-term investment. They are being invited to submit bids containing detailed designs for construction and detailed design work in one or three stages, together with a rate of interest for the \$400m and a period of up to 18 years for repayment. The Government would like to award the contract this summer.

International contractors believed to be involved in preparing bids include Piling and Taylor Woodrow from the UK, Dillingham of the US, which is already working on Pakistan's Karakoram Highway, John Coughlin of the US, Impregilo of Italy and companies from other countries including France, Sweden, Korea and Brazil.

Interest in the contract is especially keen because the work will provide contractors with valuable experience in working on a major construction project in Pakistan, in readiness for the country's \$4.5bn Kalabagh Dam project which is expected to go to tender in 1987.

The financial terms offered may be affected by support provided by foreign countries for their own contractors although the British Government is not likely to provide any special financial backing because the project would not create many jobs in the UK.

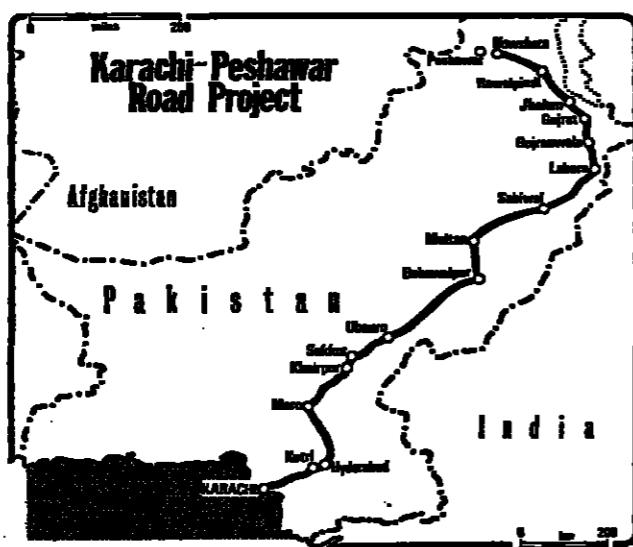
The route which follows the River Indus in the south, was first mooted ten years ago but finance was not available.

Pakistan also does not have the know-how or equipment to do much of the work on its own, although three stretches totalling 150 km are underway.

"The reasons for the slow progress are inadequate financing and inexperienced contractors in Pakistan," says Brigadier Khalid Amin, chairman of the National Highways Board.

"Efforts are being made to create road building contractors in the country but it will take time. The basic weakness is in the management of large highway projects and the maintenance of the equipment. The present utilisation of road building equipment is barely 15 to 20 per cent of the optimum."

The project has not been regarded as a priority by international donors of development aid who are concentrating their resources on energy, rural roads and agricultural projects in Pakistan. The government, however, is determined to press ahead and its decision to ask the private sector to finance the bulk of the cash fits in with President Zia Ul Haq's basic policy of banning any new major public sector investment for



houses are showing an interest. A G. Adamjee, part of the Adamjee family group, is preparing a bid including its own building company, Adamjee Construction, which was set up a year ago and is currently tendering for housing work in Iraq and hospital contracts worth \$500m in Pakistan.

Mr A.G. Adamjee is having talks with contractors from Europe, the U.S. and Japan.

Two other large family groups—Habib, which includes Hadri Construction—and Dawood,

which owns a contracting company called Descon, are also looking for funds in the U.S.

JOHN ELLIOTT

£10m work for Laing

Contracts worth almost £10m for offices, new homes and housing repairs have been awarded to JOHN LAING CONSTRUCTION in Surrey, Birmingham and Belfast. At St Nicholas Way, Sutton, a part-time part-village reinforced concrete frame residential unit under construction under a contract worth about £5.3m awarded to Laing by McKay Securities. Completion is due in late 1984. A four-storey reinforced concrete frame office building is under construction at Guildford Road, Woking under a £2.2m contract awarded by Merchant Investors, a consortium with construction due by March 1984. In the Manor Street area of Belfast a £1.5m housing development for

the Northern Ireland Housing Executive, comprised of 15 flats and 16 houses, is due for completion due by the autumn of 1984. At Castle Vale, Birmingham, a re-roofing contract worth nearly £800,000 has been awarded by the City of Birmingham for construction of new roof structures and provision of insulation and drainage to 485 council houses. Work is due for completion in a 20 week period.

*

JARVIS AND SONS has won five contracts totalling almost £2.5m in the south of England. At Wandsworth Prison major alterations and extensions to the kitchen block are being carried out for the Home Office at a cost of £350,000. In Woking a £400,000 office block is to be built for Shested Management, jointly with the Medical Services Group. Further alterations and additions costing £230,000 are underway at the offices of Honda (UK) in West London.

A £429,000 factory is under construction for Phillips Yeast Products to replace similar premises destroyed by fire last year. At Hayes, Middlesex, Jarvis are developing a 15 acre site on which initially six warehouse/factory units are being provided at a contract value of £545,000.

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Engineers go for limited liability

CONSULTING engineers, weary of waiting for the laws of liability to be straightened out, are to be permitted to practise under limited liability within the UK as well as abroad. This follows similar moves taken over the last year by architects and chartered surveyors.

The Association of Consulting Engineers (ACE), whose members were involved in £53bn of overseas work in hand last December 31, against £47bn a

year earlier, has recommended that the change in its articles permitting limited liability should be presented at its annual meeting on Friday May 13, and subsequently to a full postal vote.

ACE voiced its concern on delays on liability law in February of last year. It said dangers, not only to its own members but also to the general public who, it said, might be "starved of innovative developments and are being faced with the increasing hidden costs of professional indemnity."

Now, says the Association's secretary, Major-General Peter Pelecan, it acknowledges first that latent damage law is not going to be changed in hurry; and, second, that when the law is changed, it may not operate in favour of the engineers.

General Pelecan said that ACE is prepared to discuss limited liability with individual members, but not to advise them whether they should opt for it.

Meanwhile ACE reminds members that because claims can be made against individuals, consulting engineers will remain liable for personal negligence affecting third parties.

"In this," says ACE, "they are no different from other members of the community."

TONY FRANCHE



Mr and Mrs Austin Stokes (left) are looking forward to officially opening the Lord Mayor of Birmingham today when he has been rebuilt as a museum piece, the house that was their home for 16 years. Then it stood in Broad Lane, Yardley, but now it has been rebuilt at the Avoncroft Museum of Buildings near Bromsgrove. (Director: Mr Michael Thomas—right).

The Stokes' home was a "prefab," once a common sight in all sorts of cities, and their particular Arcon Mark V prefab is still in excellent condition. Originally built by Taylor Woodrow Arcon, the prefab has been furnished as far as

possible with items appropriate to the post-war years of austerity.

Restoration has been sponsored by the Taylor Woodrow Group, assisted by grants from the Science Museum and a local charitable trust. It will be open to the public, together with a working windmill and several other buildings tomorrow. There were 31,000 prefabs still in use in England, Wales and Scotland in 1974, the last year for which the Department of the Environment has figures — probably only half this number still exist.

Prefabs were introduced under the Temporary Housing Act of 1944, and were described as two-bedroom bungalows of 650 sq ft, with an estimated life span of 10 years.

The DoE points out that the life span related to the limited living space which was not intended to provide permanent homes rather than the estimated life of the prefab as a structure. There were a total of 124,455 prefabs built in England and Wales, and 32,691 in Scotland, most of them between 1945 and 1948.

TONY FRANCHE

Contracts worth over £14m awarded to Norwest Holst

Contracts totalling £14.26m have been awarded to NORWEST HOLST. The following is a selection of the larger jobs.

Work has started on a 2½ year £2.5m contract for Kent County Council, on a 1.2 km of six carriageway with two junctions, two underpasses, concrete bridges and drainage of the A229 at Blue Bell Hill, Chatham. The Southern Water Authority has awarded a £1.2m contract for the construction of a 30m litres per day capacity water treatment

works including buildings, water retaining tanks, piling, pipelines and roadworks at Beaumont works, Hastings.

A £1.2m contract for work on the Upton by-pass has been awarded by the Merseyside County Council. Work includes general clearance, drainage, 1 km of single carriageway, two roundabouts, two junctions and landscaping. The Greater Manchester Council has awarded a £1.2m contract for the widening of Princess Road within the cen-

tral reservation, of the existing 2.3 km dual carriageway. Construction includes flexible surface on the existing road surface, reconstruction of footpath and associated drainage works.

A £1.2m contract for work on the department store to form 16 retail units, ground floor mall and a first floor market hall in Commercial Road, Bournemouth.

A £1.27m contract from British Telecom (Wales) and the

Marches) for construction of the administration block, stores, engineering/transport workshop and external works of the Telephone Engineering Centre at Merthyr Tydfil. A £1m contract for mains and service laying and ancillary works in the east area of the town is to be carried out by Wales Gas.

A £1.2m contract from Bexley-Kent for the conversion of

a department store to form 16 retail units, ground floor mall and a first floor market hall in Commercial Road, Bournemouth.

A £1.27m contract from British Telecom (Wales) and the

Worcester area.

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OVERSEAS Master plan for port in Indonesia

PETER FAENKEL AND PARTNERS in conjunction with P.T. WIRATMAN AND PARTNERS and P.T. GEODATA BERJAN CENTRE, both of Jakarta, have been appointed by the Directorate General of Sea Communications, Indonesia, to update the master plan for the port of Tanjung Priok and carry out a feasibility study for the future development of the port. Particular attention will be paid to the Indonesian Government's "port policy" which is likely to increase substantially both the inter-island cargo and deep-sea cargo moving through the port. The total fee, including site investigation, is in the region of £500,000 of which around 40 per cent is payable in sterling. Peter Faenkel and Partners will be assisted by the Felstow Port Consultancy Service on aspects concerning port operations. The Economist Intelligence Unit on traffic forecasting and economic feasibility, and Peat Marwick Mitchell and Co. on financial analysis. The second stage of detailed engineering design for the proposed port will likely to follow and will probably include a new container terminal with breakwater protection, to the east of the existing port. The project is due to start shortly and will be financed by the World Bank.

TILDEN INDUSTRIES, Bristol, is supplying the National Buildings Construction Corp, Delhi, with over £150,000 worth of scaffolding for Iraq which will be used on the construction of 12 new railway stations.

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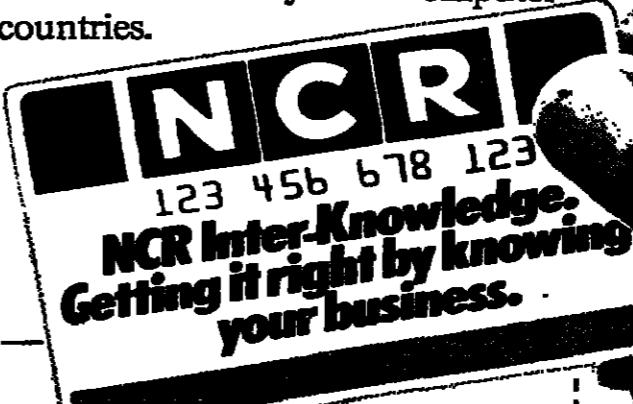
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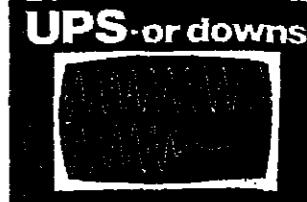
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FT169
NCR
FINANCIAL SYSTEMS DIVISION

EDITED BY ALAN CANE



EMERISON
Elgin Drive, Swindon, Wilts SN2 5AA

Materials Asbestos alternative

AN ALTERNATIVE to asbestos has been developed by Imperial Chemical Industries. Called "Fontrix E" the material is a conventional non-woven glass fibre coated with a refractory alumino-silicate sheath. It is claimed to match asbestos fibres in thermal and mechanical properties and to be a lower cost alternative to ceramic fibre tissues.

Very little seems to have

been left to chance in the 1045

design.

The all too familiar Japanese

weapon of cost reduction and

higher reliability repetition

has been emulated

and all the teams

involved went on a value engi-

neering course before they

started.

Testing has been exhaustive,

with over 10m copies produced

under all the environmental

conditions likely to be encoun-

tered in service, from "dry

arctic" to "wet tropical".

People have even been em-

ployed to treat the machine

on a planned basis.

With the whole of the 10

Series now launched, there is

a sense of expectation

at Welwyn where the

big electronics plant equipped

for example, with a dozen

Feradyne L125 automatic test

machines, is hungrily await-

ing a new flow of work.

G.C.

A flexible product, half-way

between paper and cloth and

supplied in rolls, the fibre is

said to show exceptional fire

and flame resistance when

used as a facing or barrier

material. It also helps to sup-

press smoke generation from

other materials.

Because it retains strength

and integrity at high tem-

peratures it can contribute to

the structural integrity of

laminates and composites well

above their normal operating

temperatures.

Fontrix T will not norm-

ally be used on its own but,

like the asbestos products it

can replace, it is more likely

to be employed as a facing or

interlayer in composite mat-

erials.

A continuous roll of paper

90mm wide is used and up to

80 characters can be printed

across the width of the paper.

Softest is at 10, Richmond

Lane, Romsey, Hants.

rier papers in domestic applica-

tions such as toasters, irons

and cookers. More from ICI

Mond Division on 0282 514444.

Packages Softest for Tandy

SOFTEST of Romsey, Hamp-

shire has produced a package which allows a low cost Tandy four colour printer (a mere £149) to be interfaced to a Sinclair ZX81 (1983) or Spectrum (1982) or the like. Dr C.E.

Fordyce who developed the package notes that simple software commands allow the choice of red, blue, green or blue colours and points can be plotted to within 0.2mm resolution.

A continuous roll of paper

90mm wide is used and up to

80 characters can be printed

across the width of the paper.

Softest is at 10, Richmond

Lane, Romsey, Hants.

A fitter sets up the slim dual head roll test machine at Dunlop Aviation in Coventry

Fruits of Dunlop's aviation facility

QUALIFICATION testing of the nose wheel for the Boeing 737-300 under ground roll conditions, the main wheel for the carbon brake on the Boeing 757 and an uprated out-rigger wheel for the McDonnell Douglas AV8B advanced Harrier is among the fruits of the creation of a slim facility by Dunlop Aviation at Coventry.

Made to Dunlop's specification by Vickers Design and Projects division, the facility is the first to combine aircraft tyre research and life testing under taxi-ing conditions up to 40 mph. It has two independent stations

capable of simultaneous operations.

A rotating drum simulates the runway. The wheel and tire assemblies are programmed for variable radial and yaw loads, plus a wide range of camber angles. There is computerised control of VDU displays.

The facility continues a 20 years' association of the two companies that started with the world's first aircraft tyre testing machine, followed by the first high speed tyre wheel and brake dynamometer.

PETER CARTWRIGHT

BBC Microcomputer

Interface on demand

AN INTERFACE for the BBC microcomputer so that it can be used for industrial applications has been developed by 3D Digital Design and Development, London.

The interface which costs between £100 and £500 was developed in response to demand from two customers, one an industrial user and

the other a university research department.

3D says that it has already added monitoring and control facilities to a range of micros including Commodore, Apple, Sharp and Sirius for applications such as chemical and medical research, process control, production engineering, mechanical and component testing.

Jell not 150

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THE MANAGEMENT PAGE

"THE FRENCH are probably the champions at keeping alive companies in difficulties, using a whole series of mechanisms," says Jacques Mayoux. He should know, for, until he became chairman last year of Société Générale, the state-owned bank with traditionally the closest links with industry, the 58-year-old Mayoux was head of the much troubled, and now nationalised, steel group Sacilor.

"The measures can be effective in cases where companies which would be condemned by purely financial criteria can be saved from failure, and their human and technical resources prevented from going to waste. But there are other cases of companies which simply drag on," he says baldly.

The shrewd, tough-minded and loquacious Mayoux — he thinks nothing of delivering 10,000 words during an interview over breakfast-time coffee and croissants—is at the centre of France's complex system of industrial intervention.

He has plenty of experience — from diverse vantage points — of the delicate nature of arrangements by which the Government pulls financial levers to rescue companies in trouble or promote national economic interests.

He is independent-minded enough to criticise openly some aspects of the Socialists' policies. But he is also able to set them in the perspective of traditional interventionist attitudes in France.

As some free market-oriented Anglo-Saxons frequently need reminding, intervention as a policy tool in France was not suddenly invented with the election of President Mitterrand in May 1981.

But partly because of the deepening economic crisis and partly because of the socialists' preference for direct methods — notably the sweeping programme of nationalisations last year — the banks have been drawn increasingly into efforts at corporate restructuring.

In a country where the bulk of the commercial banking system is nationalised (Société Générale, along with the other two of the Big Three, Banque Nationale de Paris and Credit Lyonnais, were taken over in 1945; most of the rest last year), Mayoux knows that government directives are something he has to live with.

As the recession has lengthened, the banks have been called in by the Government to help bail out an increasing number of companies in distress by rescheduling debts, agreeing new loans or even by taking equity participations. The list of companies recently helped in this way — though

A banker's role in state corporate rescues

David Marsh talks in Paris to Jacques Mayoux, the president of state-owned Société Générale

often with a tough rationalisation plan involving workforce cuts as a quid pro quo — is impressive.

It includes Poclain, France's number one construction equipment maker, Prouvost, the biggest textile group, and Bidermann, the country's largest clothing maker. The list is not confined to French companies — it takes in, significantly, Massey Ferguson, the most important maker of agricultural machinery in France, and the French operations of the Dunlop rubber group.

In discussions with the Government over industrial restructuring, Mayoux prides himself as standing up for realism. "The real problem is that, at a certain moment, the bankers who understand industry can say 'No' to Minister. That doesn't mean 'I'm against this particular industry.' Rather, it means 'I'm not going along with this financing. I would like the project to be reconsidered.'

Mayoux's ability and willingness to speak out are reinforced by his long banking and industrial lineage going back well before the days of the Giscard government. He was chairman general of the semi-state farmers' co-operative bank between 1963-75 before heading Sacilor between 1978-82.

He puts his finger with clinical precision on weaknesses in the present Government's industrial policies.

Last year's wide-ranging nationalisations of key industrial companies inevitably, he feels, slowed down decision-making. "The fact that chairmen and their teams changed everywhere was bound to have an effect. When you have got a company well in hand, you can't make decisions rapidly. When you've only just arrived and you don't know the ropes, it can take between a year and a year and a half before you are really in control."

The Socialists' preference for across-the-board aid for domestic industrial sectors is summed up by the pet phrase of Jean-Pierre Chevenement, the Minister for Research and Industry, who says: "There are no condemned sectors, simply outdated technologies."

This, Mayoux believes, is somewhat too ambitious. "It is a fact that there is competition, whether you like it or not, between the new and the traditional industries. It is difficult to tackle both at once."

"Therefore, perhaps the policy of the 'market niche' (the more discriminating industrial policy practised by the Giscard government) was too selective in the past. But the policy of 'reconquering the

domestic market' of being present in all sectors is, I believe, equally right.

"Choices have to be made at a certain moment. It is incontestable, if there is not enough adaptation of industries which have to adapt, then resources are taken away from the modern industries."

Mayoux also has firm views on the protectionist tendencies implicit in parts of the Government's policies. Banks are particularly exposed to a buy French pressure over electronics as part of the Government's attempt to foster the national computer company, CIT Honeywell Bull, against strong competition from IBM.

"One of the tendencies in France, part of the intervention of the State, is to promote the 'buy French' solution. One sees that in the bank — it is necessary to buy national equipment and so on. The drawback is that people who are in a preferential position — it's a bit like the case of ICL in Britain — do not always exert themselves as much as they should."

"I believe certainly that priority should be given to national interests. But it is necessary to be terribly tough with the companies to make sure that they make sufficient effort to deliver effectively."

Drawing on his time in the steel industry, the Société Générale chairman puts the present government's industrial policies into frank historical perspective.

"When it comes to the need for restructuring to bring industries back to health, the Government is confronted with a dilemma over unemployment. There is a traditional hesitation over this in France — more so than in Germany, the UK, or the U.S."

"In 1976, under the previous Government, there was a period when redundancies were systematically forbidden. When that was applied to the steel industry, we went two years without any adjustment."

He says that the problem in the French steel sector has not been shortage of investment funds — as Chevenement sometimes likes to claim — but rather their misguided direction.

"I knew that, in steel, we were investing in the wrong direction. I said it, I wrote it and I even refused to carry out investments that were foreseen. When I arrived (at Sacilor) in 1978, the Finance Ministry made me sign a letter saying: 'There you are. Here is the programme that has been decided. You tell us if you will follow it. Sign here.'

"I had been there a month —

not knowing the company — and I signed. I recollect. Afterwards, I looked at it properly only afterwards. And I froze a series of investments, purely and simply. But it is still evident that in 1978 there was a whole series of investments which were, I would say, unhealthy, but which were kept going for political, psychological or social reasons."

Mayoux has no illusions about the reality of the political and economic conflicts when it comes to laying off surplus workers.

"From the human point of view, to have unemployed workers in the factories themselves — people who work to produce deficits — is obviously better than to have them queuing up at the labour exchange. But from the industrial point of view, that's catastrophic. It's better to have the unemployed workers outside rather than inside the companies."

"Because outside, they do not get in the way of innovation and progress. If one can't carry out progress within the factory, finding new production methods and so on, then, little by little, everyone becomes demobilised."

Despite his clearly-expressed doubts — for instance about the lack of sufficient progress in restructuring the newly-nationalised companies, Mayoux sees some signs of greater realism in industrial reorganisation.

In the just-announced financial restructuring of Massey Ferguson's French operations, the bank is playing a leading role in providing a \$40m aid package being put up by the Government and financial institutions. The plan — which will involve job cuts — marks "a change of attitude," says Mayoux.

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"I had been there a month —



Eleanor Brushwood: "City Women's Network helps you work through a practical solution to a problem"

The old-girl network

WHEN Eleanor Brushwood was a schoolgirl in Connecticut, she never had a clue about her future.

"It was clear to me from a very early age that I'd have a full-time career. I never thought of doing anything else."

Now, at 31, she is one of the youngest associate directors of Merrill Lynch International Bank, and the most senior woman in the London division.

But it was not without difficulties. At Harvard Business School, where she took an MBA, the girls were outnumbered eight to one. "It was my first exposure to co-education," she says, "and it was a real shock."

The majority of the students were very suspicious. They did not think you had a right to be there. I'd never faced any discrimination just assumed I could do what I wanted."

After Harvard, she joined Bear, Stearns & Co. International and three years ago came to work for Merrill Lynch. Though American firms tend to be more used to career women than their British counterparts, discrimination still abounds. "You have to make it clear to the people you work with that you want a career too," says Brushwood.

"Women do have to be better at what they're doing than men. It's going to be a while before it changes."

Another, more important example, he says, is Mottetec, the loss-making French moped company which filed for bankruptcy last month in the middle of the campaign for France's municipal elections.

The Government racked its brains to think of ways of saving it. But the Finance Ministry arrived fairly quickly with the opinion that it wasn't possible. And industrially not reasonable. It is remarkable that, during an election period, a company of that size is allowed to go bankrupt. That's a new phenomenon."

Another, more important example, he says, is Mottetec, the loss-making French moped company which filed for bankruptcy last month in the middle of the campaign for France's municipal elections.

She neatly summed up the philosophy of the group as she left for her afternoon's work in Eurobonds: "We have some extremely radical and some very conservative members, but most have a strong belief that they have a right to be where they are."

"City Women's Network, 58, Coleman Street, London, EC2.

capacity for about five years — "people who have the determination to stick with it." All have a degree or professional qualification and most work in the City, though there are also representatives from journalism, advertising and industry.

In an informal way, CWN acts on an old-girl network. Members can help each other in their work, but can also provide moral support. "CWN helps you work through a practical solution to a problem."

Once a month, there is a CWN lunch, often with a guest speaker. Male speakers, apparently, are sometimes disconcerted to find themselves so outnumbered — "they keep looking around for another man."

Volunteers from the network visit schools and universities to give talks about careers for women, and the network also campaigns actively for equal opportunities. As Brushwood points out, "The financial district has a lot of clout and is listened to very closely."

Merrill Lynch allows executive meetings of the CWN to be held in its boardroom. Says Brushwood, "It's been a real surprise for them to see 14 women trooping in."

She neatly summed up the philosophy of the group as she left for her afternoon's work in Eurobonds: "We have some extremely radical and some very conservative members, but most have a strong belief that they have a right to be where they are."

Mary Ann Sieghart

AUGUST 6TH, 1982 AN IMPORTANT EVENT IN THE HISTORY OF ITALIAN BANKING.

This is the date Nuovo Banco Ambrosiano was established by seven of Italy's prime banks*, who subscribed to its share capital of 600 billion Lire (approx. U.S.\$ 428 million) fully paid-up. The combined balance sheets of the seven banks total more than 100,000 billion Lire (approx. U.S.\$ 71,000 million) — a significant figure which testifies to the importance of this event in the history of Italian banking. Nuovo Banco Ambrosiano controls two important banks which operate in the North of Italy: Banca Cattolica del Veneto, Vicenza and Credito Varesino, Varese. With these banks, total deposits of the Nuovo Banco Ambrosiano Group come to more than 7,000 billion Lire (approx. U.S.\$ 5,000 million). Full banking service is assured with its 360 branches. Although these are mainly located in northern and central Italy, their operational capacity covers the entire country. Abroad, customer's needs are met thanks to a global network of over 1,600 correspondent banks in 147 countries.

* Banca Agricola Commerciale di Reggio Emilia, Banca Nazionale del Lavoro, Banca Popolare di Milano, Banca S. Paolo - Brescia, Credito Romagnolo, IMI - Istituto Mobiliare Italiano, Istituto Bancario San Paolo di Torino.

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FINANCIAL TIMES

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Monday March 21 1983

Politics break EMS bounds

NEVER in the four-year history of the European Monetary System have the constraints and aims of the system been at such odds with political realities as they were over this weekend. The result is that while a broad-based desire, and even a blueprint of new parities, for the next phase of EMS was evident in Brussels yesterday, these have not been formalised. The seven EMS currencies will effectively be floating freely against one another on the exchanges this morning, and the future of the EMS hangs in the balance.

On the one hand there is the relatively new West German conservative Government. It has just come through Federal and State elections and is still in the process of cabinet buildings—all activities which are not conducive to international awareness and sensitivity. Herr Gerhard Stoltenberg, the Finance Minister, has no experience of the consultations and give-and-take that go into an EMS parity re-alignment; the resulting German stance has had an effect which Paris has found aggravating.

On the other hand there is France's Socialist-Communist Government in a state of flux. The pressure on the franc in the foreign exchange markets and the rightwards swing in the first round of the recent municipal elections pointed towards a Government reshuffle and another package of stabilising economic measures.

Both emphasise a continuing commitment to reduce French inflation and current account deficit. But then the French left rallied in the second round of the municipal elections and this raised the prospect that the next package might be the one that broke the coalition's back.

Wrangling

After a fortnight when the predicted post-election pressures in the EMS were astutely handled by the European central banks, these pre-occupations of the two Governments have led to harsh wrangling. The point of contention has been: should the French franc move down or should the D-Mark move up?

The face of it is this is a faintly ludicrous dispute. The two currencies dominate a system which floats against all the other currencies of the world. However, they describe their mutual re-alignment will not greatly change their resultant floating exchange rates vis-a-vis these other currencies.

The dispute masks a deeper

reduced.

The rebuilding of BL

AT THE beginning of 1981, Sir Michael Edwards then chairman of BL orchestrated a restructuring of the British Government to support a recovery plan which required another £900m in funds from the taxpayer. Sir Michael's case was that, through reductions in fixed costs, improvement in productivity, and investment in new models BL could be viable by 1984. He resisted pressure to make privatisation the top priority, arguing that the sale of companies such as Jaguar or Land-Rover, even if it were feasible, would damage the main business.

Since then, drastic action has been taken to lose surplus capacity, and to reduce manpower. Labour relations and productivity have greatly improved: output per man in the cars group rose by over 20 per cent last year. The introduction of the Maestro (to be followed next year by the slightly larger LML) strengthens BL's position in the medium-size sector of the market. Externally the fall of the pound against the dollar and continental currencies has brought a much-needed boost to export profitability.

Partnership

All this is positive. But BL is by no means out of the woods. Preliminary results for 1982 have just been announced, showing a pretax loss of £250m, compared with a loss of £280m in 1981. Last year was a difficult one for the world motor industry; several of BL's leading European rivals also reported large losses. But some of BL's underlying problems—its relatively small-scale production, its weak market position on the continent—are still not fully solved.

BL Cars has sought to offset its small size by buying some key components such as gearboxes from outside high volume suppliers and by the partnership with Honda of Japan. The first step was the Accclaim, a Japanese car made under license in the UK. This was followed by the new JX Car, jointly developed by the two companies,

JAPAN'S world-dominating motorcycle industry has developed a slow puncture. And it is getting worse, despite the industry's increasingly frenzied attempts to pump fresh life into the world's markets.

Particularly in the developed countries these markets are shrinking irrespective of a glittering array of new models and technological innovation emerging from Japan at an ever-faster rate.

Suzuki, Yamaha and Kawasaki have been bringing out new models at the rate of roughly one a month; Honda, the industry's giant, almost one a week.

However, the world outside Japan itself, the only developed market where sales were increasing rapidly until very recently—is proving incapable of absorbing them.

Industry estimates of world stocks of unsold motor-cycles, scooters and mopeds now range as high as 4m, with some 25 per cent of those languishing in warehouses in the U.S. alone. On a U.S. market for all types of powered two-wheelers of 700,000 units last year, that represents nearly 18 months' supplies—given an expected further market contraction in 1983.

This game of pre-realignment poker the big card—withdrawal from the system—has been brandished as never before. In Jacques Delors, France's Finance Minister, threatened the threat is taken very seriously by top officials in West Germany who describe it not only as a threat to the EMS but to the EEC itself. It would indeed be a perilous course for the French to adopt: it would be an invitation to international investors to abandon the franc and it might lead France to take further protectionist measures, inconsistent with EEC membership.

Ever since the French Government took a political and economic tack that was at cross-purposes with West Germany's original grand design of the EMS has been doomed. Economic and monetary union in Europe has been talked about. The second phase of the development of EMS has been put into cold storage of indefinite duration. What is left today is little more than a form of "crawling peg" system to reduce the volatility of movements between European currencies.

Yet three points argue in favour in France staying in the EMS. First, it has prompted the West Germans to lower their interest rates by more than they would have otherwise—the constraints of the EMS are not entirely in the direction of deflation. Secondly, the British Labour Government learnt in 1976 that free market movements can overturn Socialist ambitions as easily as any fixed-rate system. Finally, 10 years of floating exchange rates has proved an uncomfortable experience for world trade and investment. The trend of the moment is to seek ways in which national economic policies can be co-ordinated and exchange rate volatility reduced.

The result is a fast-gathering crisis for the Japanese industry, one created not so much by shrinking markets as by its own over-production, based on exaggerated expectations of growth.

Even now, despite sharp second-half cutbacks which led to 1982's actual production reaching only 7.06m, the Japanese industry appears reluctant to accept that it may be facing the prospect of the first prolonged check to an expansion which has been sustained for nearly two decades, interrupted only briefly by the 1973 oil crisis.

It is this attitude which lies behind the proliferation of new models, yet which carries the risk of increasing investment for diminishing returns. As well as the Japanese makers are already starting to show up in company results, the motorcycle operations of Kawasaki Heavy Industries group are working.

Bank rates

Robin Leigh-Pemberton, National Westminster chairman, and Governor-designate of the Bank of England, has raised a few eyebrows in Whitehall by his behaviour during this year's pay negotiations for the 170,000 clerical staff employed by the five main English clearing banks.

Some of these arguments also apply to the truck side which has been hit hard over the past two years by a lack of competitive models and by the collapse of the domestic market. The model weaknesses are being corrected, some important collaboration agreements have been signed. But a great deal more needs to be done if Leyland is to re-establish itself as a profitable international manufacturer of a full range of commercial vehicles.

First step

Access to Government funds is likely to end next year. No doubt various ways of bringing in private capital are being examined. A useful first step might be to establish the two parts of the business—the cars group and the Land-Rover/Leyland group—as separate entities each of which could work out its own salvation. In any case, now that the core of BL—volume cars—is in better shape, the management can afford to take a more open-minded approach to privatisation.

The Federation of London Clearing Bank Employers' final offer is 4.75 per cent—which is towards the bottom of the 4.5 per cent to 7.5 per cent range which pay settlements have generally been running in early 1983.

No one, not even NatWest, is thought to have suggested going above 5 per cent within the federation—which, on pay matters, ultimately takes its instructions from the bank chairmen.

Chair lift

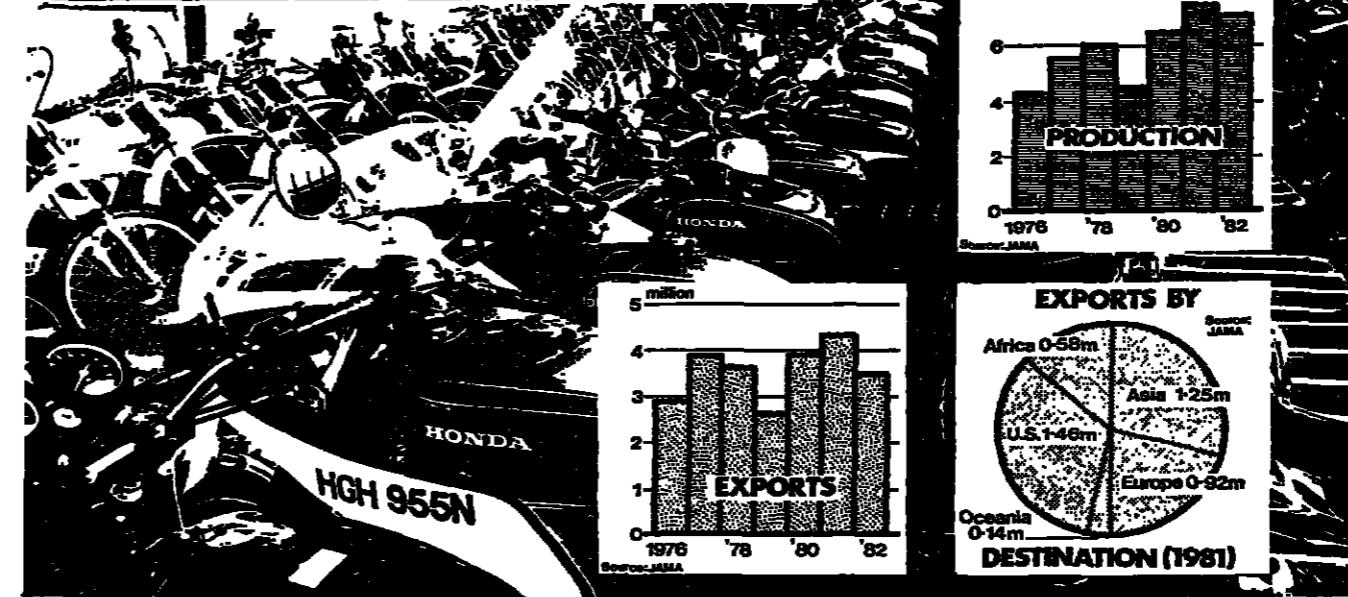
Much speculation in Hong Kong surrounds the future occupancy of the Taipan's chair at Jardine Matheson—one of the colony's mightiest trading houses, now a less dominant but still powerful institution.

WORLD MOTORCYCLE INDUSTRY

The crisis facing Japan

By John Griffiths

JAPAN'S MOTOR CYCLE INDUSTRY



a cluster of higher performance motorcycle manufacturers with famous names such as Moto Guzzi, Laverda, Ducati and Gilera.

It is the greater Japanese makers left to last, but where they are now making inextinguishable inroads. They now account for an estimated 40 per cent

of the business. BMW's Dr Siefert warns that the world stockpile of machines is so large that even dramatically reduced prices may not be enough to dispose of it altogether—and prices are already down by up to 30 per cent. The German company itself plans to double capacity at the West Berlin plant to 60,000 units a year by the mid-1980s and introduce high technology transfer lines, robots and computerised assembly systems. These plants are still going ahead, in the belief that BMW's special cachet at the premium end of the market will allow it to capture a bigger share of the 5 per cent annual growth which it thinks may be possible after the recession ends.

While BMW acknowledged that, on the surface, consumers were benefiting from heavy discounting, it said that effects were an erosion of dealers' ability to invest in parts and service back-up and rising parts prices, which in turn would raise insurance premiums and accelerate the depreciation of used machines.

The UK provides an illustration of this process at work. There have been cuts in official "list" prices of close to 30 per cent; 1981 and early 1982 were marked by bitter clashes between market leader Honda and its dealers. The latter claimed their expensive investments in service and parts were being undermined through machines finding their way to unfranchised "pirate" outlets, and now franchised dealers being allowed to set up on their doorstep at prices of cutting the socks by any means.

Perhaps with protectionist pressures in mind, the Japanese makers have begun building more manufacturing or assembly links with Europe. As a way of circumventing quotas, Honda has had a plant in Italy for some years.

Cycles Peugeot, which produces about 400,000 mopeds and lightweight 125 cc motorcycles a year, is also to collaborate with Honda on scooters; Yamaha has devised a now uncertain joint moped and 50 cc motorcycle development agreement with Motobecane, and another for scooters with Nuremberg Hercules Werke of West Germany; Suzuki is licensing Steyr-Daimler-Puch of Austria to make scooters.

It remains to be seen whether these moves will enable the Japanese makers to stem protectionist sentiment. But the importance of exports to the Japanese can hardly be overstated, since they account for about 60 per cent of total sales and have fallen from 4.36m units in 1981 to 3.5m last year.

Only one thing is certain: the customers are having a field day.

WHO MAKES WHAT

(principal manufacturers)

	Products	Output (1981)
Honda	50cc moped to 1,000cc plus "superbikes"	2.92m
Yamaha	50cc mopeds to superbikes	2.49m
Kawasaki	over-50cc motorcycles, mainly large capacity machines up to 1300cc	1.53m
Plaggio (Italy)	some motorcycles, mainly scooters and mopeds	0.46m
Cycles	mopeds, some 125 cc	0.95m
Peugeot (France)	motorcycles	0.4m
Ster-Daimler-Puch (Austria)	mopeds	125,000
BMW (W. Germany)	490cc to 1,000 cc motorcycles; but possibly smaller machines from 1984	31,000
Harley-Davidson (U.S.)	750cc-plus motorcycles	35,000

Source: FT estimates

Men & Matters

Bank rates

Last year, Simon Kewick—Younger brother of former Jardine chairman Henry Kewick—was made joint managing director. Many-tongued rumour has been suggesting in recent weeks that the Kewick clan might be pushing Simon's succession to the chairmanship, presently held by David Newbigging, second generation company man but not "of the blood."

It has been a devastatingly successful strategy, wiping out the once-world leading UK motorcycle industry along the way as the Japanese makers moved from small machines into all sectors of the market.

The trouble is, it is no longer working.

While conflicting stories abound, one veteran handicapper says "the stale money is on Simon—but in about 18 months or so."

Shipshape

Seatarade's cover designers have dreamed up a sci-fi vision of the future for shipping. On the March cover a bright red freighter, more like a space ship than a seagoing vessel, prepares to sail across a glassy ocean.

But the preoccupations of its founder, Themistocles Vokos, are down to earth and business-like this week. As expected, London's first big world shipping exhibition, opens in the landlocked fortress of the Barbican. It is being organised by Seatarade.

Vokos, a trim and voluble 44, has built up an empire in publishing exhibitions and management education, and it was him who had the idea of Seatarade some 12 years ago. Before he had been a journalist on his father's Greek shipping paper.

Britain's maritime bodies are sponsoring the show and some 15,000 visitors are expected including delegations from the U.S., Norway, Greece and China. With a nice sense of timing Vokos has just brought out the first edition of Maritime China, a Chinese and English language quarterly.

Chair lift

Much speculation in Hong Kong surrounds the future occupancy of the Taipan's chair at Jardine Matheson—one of the colony's mightiest trading houses, now a less dominant but still powerful institution.

Working in Downing Street for Mrs Thatcher has proved to be a good promotion route for

secretary from the Department of Industry, although the job definition may change.

Vereker's new job will cover India, the Far East and the Americas and Islands. That means, of course, the Falklands and the follow-up to the Shackleton report. He will need to apply all the political skills he learned in Downing Street.

Steady blow

The wind is free, and blows as where it pleases, even in the Common Market. The chances of a standard strength Eurowind being arranged for member nations, with the concurrence of Brussels and the European parliament, seem quite remote.

But, undeterred by this quirk of nature, a member of the European Parliament, Danish Gaullist Kai Nyborg, wants the EEC to harmonise the community's ocean.

He is urging the European Commission to arrange for common technical standards for windmills to be drawn up "very rapidly."

Nyborg admits that he is motivated by trade considerations rather than any fear that some European Community member nations may be extracting more power from the available wind than others.

Thomas Megahy, the British spokesman on legal affairs in the European Parliament, has been moved to complain: "We might now have the same kind of windmill policy to equal the follies of the common agricultural policy."

But he admits: "The idea might be well received in the parliament for most of the members spend at lot of time tilting at windmills of one sort or another . . . and they generate a lot of wind themselves."

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Observer

THE SIBERIAN TREASURE TROVE

A dazzling future, perhaps

By Anthony Robinson, recently in Yakutia

"WHY DO we not get the proper effect now from the huge capital investments, why are the achievements of science and technology being introduced at rates which do not satisfy us?" - Yuri Andropov, in February 1983 issue of Kommunist.

A definitive answer to Mr Andropov's rhetorical questions can be found in Siberia, the Soviet Union's new material treasure trove and home of its biggest capital investments.

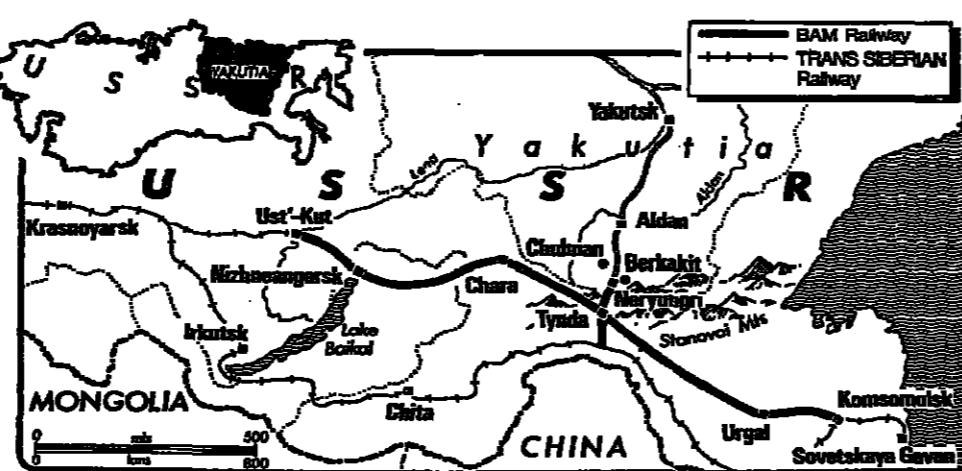
The problem is not only the spallingly difficult physical conditions of extracting Siberia's wealth. It is not only that recession in the West, lower world prices for energy, raw materials and precious metals and the sharp decline in major coal and steel industries have depressed the economic prospects of steadily rising national and international demand for Siberia's huge, but high-cost minerals. It is also bureaucracy.

Siberia, the Soviet "Wild East," is being exploited no differently from the settled rest of the country - that is to say with an enormous bureaucratic tail which forces costs up and productivity down.

The 'tyranny of climate and distance'

The seven-hour flight east from Moscow, via Yakutia, and descent from a sky crowded Aeroflot Tri-jet into the nostril-freezing minus 47 degrees of the Yakutsk tundra is a great introduction to the "tyranny of climate and distance" which so strongly conditions the life and organisation of Siberia.

The first Russians, fur trappers and hunters, came here 350 years ago. The discovery of rich alluvial gold deposits and Kimberlite diamond pipes in the 1920s brought a fresh influx. Under Stalin, thousands lost their lives as slave labourers, ill-fed, badly housed in makeshift camps and dressed in rags in a land covered by permafrost where temperatures range from 35 centigrade in the short, insect-plagued summers



BAM has run into heavy cost overruns and delays. Some have been caused by the inherent logistical difficulties of supplying housing and equipment in a former wilderness without roads, criss-crossed by rivers and traversed in parts by geologically complex mountain ranges. Others have been caused by bureaucratic incompetence and the Soviet predilection for according top priority to construction but neglecting adequate housing and other social facilities so that a high proportion of originally highly motivated young workers quit early.

Some 500 kms of BAM remain to be built and completion of the entire line from Ust-Kut, north and west of Lake Baikal, to Komsomolsk Na Amur, where it will join up to a spur of the existing trans-Siberian line, is now scheduled for the end of 1984.

In the long run, BAM doubtless prove to be an indispensable and profitable investment linking the resources of Eastern Siberia, Yakutia and the Soviet Far East to the growing Pacific rim. But for the present BAM and associated infrastructure and resource developments represent a heavy drain on the Soviet economy whose repayment is likely to take longer than originally hoped.

It is easy to be dazzled by the potential of Eastern Siberia and Yakutia. The size and richness of energy and raw material

deposits lend themselves to superlatives. They include 500 billion tonnes of high grade copper ore and the inevitable result. One example is the case of the new Soviet-built and designed ECK, 20 bucket excavator, delivered to the coal mine by the Uralsmash factory in Sverdlovsk but idle for over a year while mine engineers pleaded in a series of increasingly desperate telegrams for spare parts. The days got so bad that six months ago many of the managers were

replaced. In many cases it seems that they were scapegoats for bureaucratic incompetence and interference further up the line.

To judge by the seriousness and apparent competence of the managers struggling to complete their projects on time and the stoic endurance of the mainly young workers on the construction sites, the blame does not appear to lie at the sharp end where the work is actually done.

During the last five-year-plan period, he added in a recent article, "280 different institutions have appeared on the scene, each one requiring office space, a book keeper, a driver, a secretary and a messenger and all getting extra pay for working in the north and having to be assigned apartments."

Meanwhile workers with

needed skills face the prospect of spending three to four years crowded together three to a room in a workers' hostel, subject to the discipline and regimentation of communal life after a hard day welding or building in temperatures three times colder than the average domestic freeze.

In an attempt to reduce the jungle of competing and conflicting bureaucracies which is the reality of the so-called planned economy, Yakutia has been organised as a "territorial industrial complex." The aim is to co-ordinate the dauntingly complex task of building railways, mines, power stations and infrastructure all at the same time.

In practice, however, one part of the bureaucracy seldom seems to know what the other is up to. To take one example, are the inevitable result. One

A DECISION cannot be far distant on the chairmanship of the U.S. Federal Reserve Board. Mr Paul Volcker's first term of office expires this August and President Reagan will have to make up his mind long before on what he would like to happen.

The most desirable course would be to reappoint Mr Volcker, who has been the main weight of economic policy-making under two administrations. It is largely due to the Fed's determination not to monetise U.S. Government debt that inflation has come down from double digits to about 4 per cent in spite of an upward leap in Budget deficit. If Mr Volcker has anything to do with matters, 4 per cent will not be the bottom of the inflation cycle but a basis for moving to reasonable price stability — say zero price increases in good years and 4 per cent in bad ones.

The main argument used in favour of reappointment has little to do with policy or doctrine. It is that President Reagan should have a "good" (ie Republican) "team player" with whom he can feel at home. There is also a feeling that if a new man takes over at the Fed, the 1981-82 downturn can be blamed on a chairman inherited from the Carter regime.

The next most likely appointment, if Volcker is not appointed or declines to serve, is the vice-chairman, Preston Martin. The latter was appointed by President Reagan in 1982 and his main appeal is political. He is unlikely to rock the Republican boat. I would put his chances at 25 per cent.

A dark horse one hears mentioned is Alan Greenspan, who runs an economic consultancy firm and was chairman of the Council of Economic Advisers under President Ford. He is a sound, if dull, economist; and his expertise is not particularly in the monetary field. There could be worse appointments; but there could be better ones. I would put his chances at 15 per cent.

A still darker, dark horse is Prof. Henry Wallace. He is the Fed's international specialist; and his function on the Open Market Committee seems to be to vote for positions more "conservative" than that of the Fed Chairman, so that Paul Volcker can appear a moderate by comparison.

I would put his chances at 6 per cent.

The technical monetarists make very critical remarks about Mr Volcker, which to say the least are highly exaggerated. The so-called instability of U.S. monetary growth disappears if one looks at annual averages, and allows for recent structural changes. To blame the severity of the U.S. recession on quite or the failure to abolish "lagged reserve accounting" lacks all sense of proportion.

There is in any case very little chance of a so-called

Bureaucracy is no substitute for competition'

All this would not be so serious if management of the Siberian projects were more sensible, but, in the words of Mr Ivan Matyakov, First Secretary of the Neryungri city branch of the Communist Party, "bureaucracies have been springing up like mushrooms after the rain."

Mr Andropov put the blame on "deviations from the norms and requirements of economic life whose cornerstone is the socialist ownership of the means of production." A Japanese businessman deeply involved in the Neryungri coal project put it more simply, "Bureaucracy is no substitute for competition."

Letters to the Editor

The costs of changing to lead-free petrol

From Mr J. Richman

Sir — It was interesting to read Kenneth Gooding's Geneva Motor Show report (March 16) in which he referred to car makers being upset by the new Swiss pollution laws. Inevitably, costs to the motorists will be increased.

It was surely instructive to see the statement from Prof. Werner Breitbachardt, research and development board member for Daimler-Benz, that the suggested "use of lead-free fuels raises the fuel and vehicle

costs and leads to higher energy consumption and higher wear of valves and valve seat rings." In other words, anyone who is already widely acknowledged factors of worsened fuel economy and poorer performance, any move to lead-free petrol means that the cost of cars and service costs would also rise. No quantifiable benefits would be achieved by the general public directly, not the car makers in isolation as some might believe.

J. Richman
Woodcroft, 15 Broad Lane,
Hale, Near Altringham,
Cheshire.

The need for renovation

From the Opposition Spokesman on Housing, Greater London Council

Sir — Your report (March 15) on the publication by Greater London Council of its analysis of London Borough and GLC housing strategies and investment programme (HIP) has picked out my comment on the fall in public spending on new housing construction in London.

New building, however, is only one facet of any housing policy and it is not the top priority for London. In recent years the acknowledged need has been for major programmes of rehabilitation and renovation. London's serious housing situation requires that these quicker—and more effective—means of providing accommodation should be the first priority.

The submissions discuss that there are 32,000 vacant long-term dwellings in London — almost double the number of homeless families who are desperately seeking accommodation. Many of these have been vacant for years for want of renovation — a scandalous situation caused by the wasteful municipalisation policies of Labour authorities.

The scope for rehabilitation and renovation is made clear when one considers that in London there are 332,000 dwellings in both public and private sectors, of which 217,100 are basic dwellings; 140,800 lacking basic amenities and 84,900 "difficult to let" council owned dwellings.

The Government's recent exhortation to local authorities to spend their allocation fully showed that its policy is to see this sorry situation bettered.

The GLC and many Labour boroughs have not either in 1981-82 or 1982-83 met their targets for rehabilitation and renovation; it is sheer hypocrisy for them to criticise the Government's policies. They should first (in more senses than one) set their own houses in order and thereby meet London's real needs.

(Councillor) Robert Vigars
Members' Lobby,
County Hall, SE1.

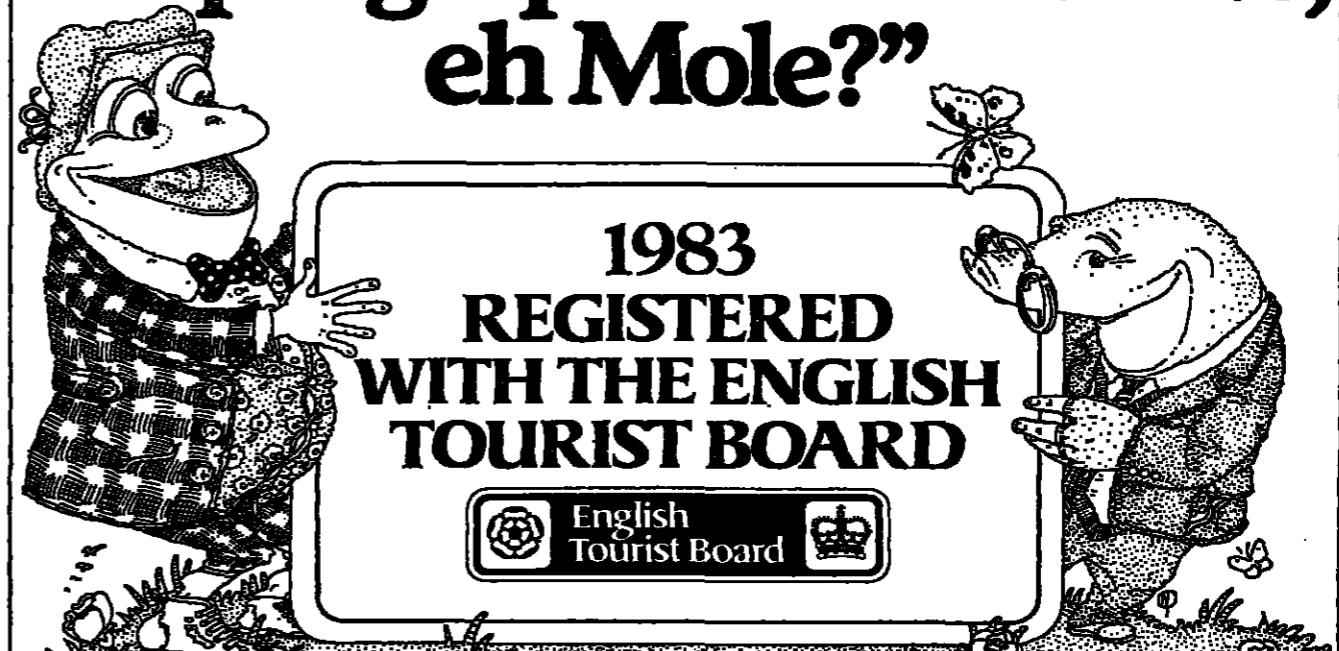
Taking care of the dough

From Mr T. Clayton

Sir — I was amused to see (March 17) that in your International Appointments advertising section, that the Barbados National Bank is looking for a new Managing Director, "who will be a person of recognised standing and experience in commercial banking." It obviously wants someone to take care of their dough!

Timothy Clayton,
2 Serjeants Inn,
Temple EC4.

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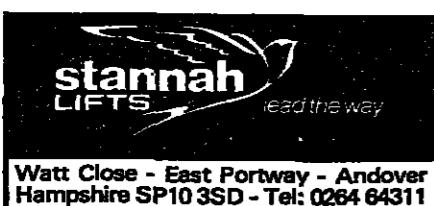
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FINANCIAL TIMES

Monday March 21 1983



STRAUSS KEEPS KOHL WAITING ONE MORE DAY

Bonn poker player has vital card

BY JONATHAN CARR IN BONN

THE POLITICAL poker game over formation of a new West German government goes into new and possible final round tomorrow, with Herr Franz-Josef Strauss still holding a vital card.

According to the original schedule, the negotiations on policy and personnel in a new Centre-Right coalition under Chancellor Helmut Kohl should have ended on Saturday.

The same day, Herr Strauss, leader of the Bavarian Christian Social Union (CSU), was supposed to make known his decision whether to accept Herr Kohl's offer of an unscheduled Cabinet post.

But Herr Strauss, an old rival of Herr Kohl, unexpectedly postponed his announcement until today, when he will be conferring with other leading members of the CSU

in Munich, and then until tomorrow.

So far this delay has not affected the schedule under which Herr Kohl is to be re-elected Chancellor in the Bundestag on March 20 and his Cabinet sworn in a day later.

But it has given an added touch of drama to the coalition negotiations, and caused new rumours to sweep Bonn, a town already rich in political hearsay.

According to one story, Herr Strauss has delayed making an announcement because he thinks the Economics Ministry job might fall vacant through the departure of Count Otto Lambsdorff, the present incumbent. This has been denied by all sides.

Another version has it that Herr Strauss is considering whether to take over the Defence Ministry job. Their aim remains to continue their government alliance for four years,

with broad responsibility for security and disarmament issues. If that happened, it would imply friction with the Foreign Ministry under Herr Hans-Dietrich Genscher, the leader of the liberal Free Democrats (FDP), the junior partner in the coalition.

It is seen as marginally more likely that Herr Strauss will finally decide to stay in Bavaria as Prime Minister, and that his present tactics are designed to give his CSU the greatest possible leverage in the negotiations.

The "Will Strauss come to Bonn?" issue has partly obscured the fact that the three partners - the FDP, CSU and Herr Kohl's Christian Democrats (CDU) - have already made good progress in their talks.

Their aim remains to continue their government alliance for four years,

Ecuador devalues currency in stages

By SARA KENDALL in Quito

ECUADOR has devalued its currency, the sucro, by 27 per cent against the dollar, the exchange rate dropped from 33 to 42. The Quito Government also devalued by 21 per cent against other major currencies.

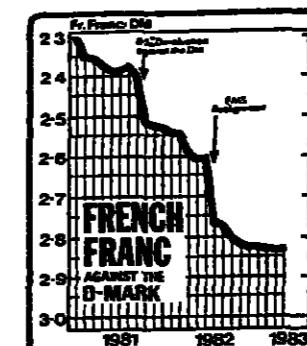
The free market rate was hovering around 85 to the dollar last week, but the government has not announced any measures to curtail free market operations.

The devaluation, together with a small increase in interest rates, new exchange regulations for imports and exports, and a rise in the prices of some fuels, is part of the stabilisation programme needed to earn approval from the International Monetary Fund and satisfy foreign creditors.

Plans pressed by the CSU to restrict the number of foreign immigrant children joining parents working in West Germany have also been shelved. Defense and foreign-policy issues are to be decided tomorrow.

THE LEX COLUMN

Casting doubts in Tokyo



tal needs through internally generated cash flow.

Over the longer term, however, the Japanese authorities will need to refinance their existing 10-year bonds, the first of which mature in two years' time, while confronting the expenditure problems posed by a rapidly aging population and the strains within a public-sector pension fund system which is, in some instances now, in heavy actuarial deficit.

The increase in public indebtedness has already resulted in a substantial portfolio shift among Japanese institutions away from the equity market and towards government bonds. At the end of last year, mutual funds had only 37.1 per cent of their assets investment in Japanese equities, compared with 59.4 per cent 10 years earlier.

The equity market has risen dramatically during that period, thanks in large measure to the modest equity requirements of the corporate sector and, at least recently, to heavy net investment by non-residents. A period of lower growth in corporate earnings could upset that supply/demand equation, as companies substitute equity for bank finance and move towards the higher distribution levels normal in the stock markets of mature industrialised economies.

EMS

The provisional arrangement announced yesterday by the members of the European Monetary System, through which the onus for determining the appropriate parities of participating currencies will be shifted on to the foreign exchange markets, is likely to produce scenes of chaos when trading opens this morning.

It is central to the credibility of a system like the EMS that central banks are seen to support member currencies at their parity limits until a new set of rates is established by negotiation, however frequent such changes may be.

Under the old "snake" and in the early days of the EMS, realignments were - if not exactly sprung upon the market - at least timed to prevent damaging losses of foreign exchange reserves among member central banks. The use of increasingly heavy-handed expedients to squeeze the bears, culminating in last week's manipulation of Euro-franc rates to extremely high levels, has apparently now been followed by a straightforward admission of failure.

The financing of the budget deficit should not, in the near future, impose crowding-out strains on the Tokyo debt market. The Japanese savings ratio, while slowly falling, remains among the highest in the world at 18.7 per cent and it is likely that, during a period of lower growth, the corporate sector will meet a higher proportion of its capital needs through internally generated cash flow.

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The EMS

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Over the longer term, however, the Japanese authorities will need to refinance their existing 10-year bonds, the first of which mature in two years' time, while confronting the expenditure problems posed by a rapidly aging population and the strains within a public-sector pension fund system which is, in some instances now, in heavy actuarial deficit.

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The equity market has risen dramatically during that period, thanks in large measure to the modest equity requirements of the corporate sector and, at least recently, to heavy net investment by non-residents. A period of lower growth in corporate earnings could upset that supply/demand equation, as companies substitute equity for bank finance and move towards the higher distribution levels normal in the stock markets of mature industrialised economies.

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SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Monday March 21 1983



INTERNATIONAL CREDITS

Poland renews debt rescheduling talks

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

IT IS a sorry testimony to the lasting nature of sovereign debt problems that Poland is about to embark on discussions with commercial bank creditors for a third round of debt rescheduling.

Representatives of leading creditor banks will beat a familiar path to Warsaw this morning for preliminary talks on the rescheduling of debt due to them in 1983, and possibly later years as well. Some \$4.5bn of bank debts have already been refinanced over the past two years.

Talks with Poland this year are, however, not going to be absolutely straightforward. While Polish officials have said they would like to reschedule all debt maturing over the next three years, some banks are likely to oppose such a long-term commitment in the absence of any agreement between Poland and Western governments on official credits.

European countries have been trying to persuade the U.S. to drop its opposition to negotiations on this part of the Polish debt, but, so far, without success.

A large portion of Polish borrowing has been in European currencies, which have depreciated

against the dollar over the past two years.

Latest calculations from creditor banks suggest that, in dollar terms, the debt owed to them, which is not guaranteed by any Western government, amounts to only around \$6.5bn. This means that only little more than \$2bn remains to be refinanced – an amount equal to only a tenth of the rescheduling Mexico is seeking of debt maturing this year and Yugoslavia, to name only five.

Of those, one of the more worrying was the revelation by the chairman of the team negotiating Costa Rica's rescheduling that talks had reached an impasse. This could destabilise other fragile arrangements in Latin America, and there are likely to be intense efforts behind the scenes to retrieve the situation at this week's Inter-American Development Bank annual meeting in Panama.

Yugoslavia, meanwhile, has responded during the week to proposals from commercial banks for a refinancing and new loan package totalling some \$2bn. The coordinating bank, Manufacturers Hanover,

is expected to transmit details of the reply to other leading creditors early this week.

However, Yugoslavia is thought to be seeking modifications to the proposals, particularly the requirement from the banks that its national bank and federal government act as borrower for both the refinancing and new money. This is constitutionally difficult for decentralised Yugoslavia, whose regional banks have been the major borrowers in the Euromarkets.

Meanwhile, some progress has been reported from both Peru and Chile. As already reported, Peru has circulated to creditor banks the proposed terms for the \$880m loan it is seeking to refinance maturing debt this year and provide \$450m in new money. The terms have been agreed with lightning speed and banks are expected to reply by mid-April.

Chile's planned talks with commercial banks were postponed last Friday for about a week while the country concentrated on renegotiating its terms of reference of the Inter-American Development Bank annual meeting in Panama.

Mexico has, meanwhile, asked for a five-month extension of its current debt repayment moratorium to allow time to complete details of its \$19.7bn rescheduling plans.

Amid all these negotiations, the Eurocredit market is still very quiet, and an air of suspense still surrounds Portugal's request for a \$400m credit. Leading banks are

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INTERNATIONAL CAPITAL MARKETS AND COMPANIES

U.S. BONDS

Fed uncertainties continue to depress market activity

RETAIL investors made a concerted dash for the sidelines last week, leaving the U.S. credit markets well and truly in the doldrums. Activity was exceptionally quiet and government bond prices closed the week virtually unchanged.

The main reasons for the lack of activity were a further slight firming in short-term interest rates, a heavy oversupply of new issues from the Treasury, which will continue this week, and growing uncertainty about the Federal Reserve Board's current monetary stance.

Yields on three-month Treasury bills closed higher by about 20 basis points while the Fed Funds rate traded at over 8.5 per cent for most of the week. This reinforced the view of most Wall Street economists that the Fed is unwilling, at least for

U.S. INTEREST RATES (%)
Mar 19 Mar 19
Fed funds with over 8.35 8.96
3-month T bills 8.75 8.66
3-month CDs 8.75 8.66
20-year Treasury bond... 10.87 10.89
AAA Utility 11.75 11.75
AA Industrial 11.75 11.75
Source: Salomon Brothers (estimates).
In the week ended March 9 M1 increased by \$4.8bn to \$47.8bn.

the moment, to push rates lower and is content to see the funds rate trade between 8.5 per cent and 9 per cent.

Indeed, a minority of Wall Street observers have begun suggesting that the Fed may have already temporarily tightened the monetary reins by lowering its net free reserve targets as a result of a bulge in the monetary aggregates.

While the overwhelming view is still that the Fed has not embarked upon a progressive firming, a number of factors, including Mr Paul Volcker's recent comments on money supply growth, have led to heightened uncertainty in the credit markets.

This was reflected again late on Friday when the Fed announced another large increase in M1, the basic money supply measure. The Fed said M1 increased by \$4.8bn in the latest week and bond prices sank on the news.

Also, adding to the uncertainty about the Fed's cur-

rent posture were the latest batch of economic statistics. The most positive for the bond market were the scant 0.1 per cent increase in producer prices in February and the smaller than expected increase in housing starts.

Both suggest that the economic recovery may be considerably more robust than January's figures had first indicated. This coupled with the impact of lower oil prices, should continue to allow the Fed room for manoeuvre without the danger of rekindling inflationary fears.

Nevertheless, the credit markets and the Fed, appear caught once again in a set of fiscal, monetary and economic cross currents. The market's attention is now firmly fixed on the next Federal Open Market Committee meeting on March 22 in the hope that some clearer picture may appear in the aftermath.

In the meantime, the U.S. credit markets are having to contend with the latest flood of new Treasury issues to help fund the deficit. The heavy supply of new treasury issues, much of which is still in dealer hands, was probably the main reason behind the market's lacklustre performance last week.

On Wednesday the Treasury auctioned \$7.75bn of two-year notes at an average yield of 9.66 per cent compared to 9.1 per cent at the last two-year note auction in February. The market had expected and set an uneasy tone for Thursday's sale of \$7.75bn of one year notes, at an average yield of 8.427 per cent, and this week's initial refunding involving \$13.5bn of new issues.

The market will be closely watching the auctions this week for any signs of renewed investor interest. Tomorrow the Treasury will offer \$5.5bn of four-year notes followed by \$4.75bn of seven-year notes on Wednesday and \$3.25bn of 20-year bonds on Thursday.

Together this week's offerings will raise an additional \$9.64bn for the Treasury's coffers.

Paul Taylor

Hughes Tool sees quarterly loss

BY OUR FINANCIAL STAFF

HUGHES TOOL, the world's leading producer of oil and gas drilling bits, expects to make a loss for the first quarter of 1983.

The company, whose profits fell dramatically last year, says that the Venezuelan devaluation will push it into the red for the first quarter of 1983. But for these currency factors, the quarter would have broken even.

However, Hughes' problems with demand, which last year

dragged earnings per share down to \$2.65 from \$4.60 in 1981, look to have persisted. The company says it does not believe second quarter results will show any improvement over the first.

Last year's sales weakness was reflected in a near 10 per cent decline in turnover to \$1.6bn from \$1.76bn in 1981. The company was forced to lay off some 30 per cent of its domestic workforce.

Another U.S. producer of oilfield equipment has made a

tentative forecast of a recovery. Armaco, which last year slid heavily into the red, expects to return to profits "late this year."

Against net profits of \$295m in 1981, the company, whose activities take in steel and fabricated products, chalked-up losses of \$345.3m last year, largely as a result of \$265.5m of special charges.

The oilfield equipment business has "reached bottom," but will not recover for many

months yet, the company says, in its annual accounts. Current steel demand remains low and sales major U.S. producers are not likely to be profitable in 1983.

Armaco's recent cost-reduction efforts are reflected in reduced employment levels which at the end of 1982 stood at 52,000 against 57,600 a year earlier.

Retirement and other efforts to eliminate employment costs will save the company more than \$100m a year.

Swedish pulp group in red

BY DAVID BROWN IN STOCKHOLM

MODO, the Swedish pulp and paper group, reports a pre-tax loss of Skr 174m (\$22.5m) for 1982, compared with a profit of Skr 25m a year earlier. It is to pay an unchanged Skr 7.50 a share dividend.

Operating profits were little changed at Skr 315m, but net financial debts soared to Skr 450m from Skr 257m as a result of currency losses and high borrowing costs. Sales, of which three-quarters go abroad, improved by an eighth.

In the meantime, the U.S. credit markets are having to contend with the latest flood of new Treasury issues to help fund the deficit. The heavy

supply of new treasury issues, much of which is still in dealer hands, was probably the main reason behind the market's lacklustre performance last week.

On Wednesday the Treasury auctioned \$7.75bn of two-year notes at an average yield of 9.66 per cent compared to 9.1 per cent at the last two-year note auction in February. The market had expected and set an uneasy tone for Thursday's sale of \$7.75bn of one year notes, at an average yield of 8.427 per cent, and this week's initial refunding involving \$13.5bn of new issues.

The market will be closely watching the auctions this week for any signs of renewed investor interest. Tomorrow the Treasury will offer \$5.5bn of four-year notes followed by \$4.75bn of seven-year notes on Wednesday and \$3.25bn of 20-year bonds on Thursday.

Together this week's offerings will raise an additional \$9.64bn for the Treasury's coffers.

Paul Taylor

INTERNATIONAL APPOINTMENTS

Group executive formed at Bank of Ireland

THE BANK OF IRELAND has appointed four managing directors who, with the chief executive, designate Mr Mark Hely Hutchinson, will form a new group executive.

Mr Frank O'Rourke, chief general manager, becomes managing director with responsibility for branch banking in the Republic of Ireland, marketing and related services.

Mr P. J. Molley, general manager east, becomes managing director responsible for branch banking in the UK and for group personnel.

Mr John F. Bourke, chief financial officer, becomes managing director responsible for international banking, corporate banking, Investment Banks of Ireland and the Bank of Ireland Finance Group.

Finally, Mr M. A. Keane, general manager, becomes managing director with group responsibility for financial

control, operations, treasury, internal audit, credit control and accounting services.

Mr Molley and Mr Keane are newly appointed to the bank's court of directors. Mr Molley joined the Bank of Ireland in 1967. He has an honours degree in business studies from Trinity College Dublin and is a graduate of the Harvard Business School. He joined the bank in 1982.

Mr Keane has an honours degree from University College Dublin, and is also a Harvard Business School graduate.

The appointments are part of a general management reorganisation under the new chief executive, who is soon to take up his post.

Mr Hely Hutchinson, previously managing director of Guinness Ireland, says an important feature of the new structure means that each individual will have both line and field responsibilities and will also have control of service areas in the group's Dublin headquarters.

Mr Kurt Green has been appointed managing director of ASEA (PHILIPPINES) INC, Manila. Mr Green, marketing

manager of CEWE AB, Nykoping, an ASEA Group company, will take up a new assignment within ASEA's process industries division.

Mr Alden L. Norman, Jr. has been elected president and chief operating officer of THE BADGER COMPANY INC, a subsidiary of Raytheon Company. Mr Norman succeeds Mr Philip E. Seaver who retires on April 1. Badger is based in Cambridge, Massachusetts. Mr Norman joined Badger in 1968 as corporate vice-president, engineering, and was promoted to senior vice-president, Western Hemisphere, the following year. He was elected a director of Badger in 1974.

Dr Helmut R. Wulff and Dr Thomas W. Bechtler have been appointed to the board of BANK LEIPZIG ZWICKAU.

Mr M. E. Little, chairman, joined the bank in 1975. Mr Little is chairman of the board of directors, chairman and chief executive of Anderson Strathclyde, and a director of CHESBROUGH-POND'S INC.

Mr Schmitt joined Chesbrough-Pond's in 1974 as director of product development and was named director of international research and control in October 1974. Mr John P. McCook has been promoted to director of research and control for the international division, succeeded

by Mr H. F. Gerhard executive vice-president for operations. Mr William H. Schmitt has been promoted to the new position of group director, research and control for the health and beauty products division.

Mr Gerald L. Gitter, executive vice-president-finance and chief financial officer of Pan American WORLD SERVICES, Inc., has been elected chairman of PAN AM WORLD SERVICES. The airline's chief financial officer, Mr Gerald L. Gitter, has been elected chairman of the parent company. Mr Klein E. Mitchell has been named vice-president-maintenance services at PAN AM WORLD SERVICES. In this new post, he will be responsible for the development of airline and aerospace maintenance servicing opportunities worldwide. Mr Michael J. McClellan, former vice-president-maintenance of Pan American World Airways, will also market Pan Am's surplus maintenance capabilities throughout the airline's global network. He will be based at John F. Kennedy International Airport, New York.

Mr Anthony C. Herring has been named manager, public relations, of VIDEO ENTERPRISES. He will assist in the development and execution of a

public relations activities for the ABC Video Enterprises division of American Broadcasting Companies Inc. Mr Herring comes to ABC from Broadcasting Magazine, where he was an associate editor, reporting primarily on cable television and financial developments in the communications industry.

The U.S. President has nominated Mr Bernard A. Maguire to be associate director for the FEDERAL EMERGENCY MANAGEMENT AGENCY'S (FEMA) National Preparedness Directorate. Mr Maguire was president and chief executive officer of the VPA Corporation of Virginia.

Mr Gena F. Kummer, president and chief operating officer of SWETT AND CRAWFORD INC., has been appointed to its board. He fills a seat created as a result of a by-law amendment increasing the size of the board from seven to eight members.

Mr Peter H. Wood has joined SWETT AND CRAWFORD as vice-president and manager of Leslie H. Cook, Inc. in Chicago. Mr Wood was vice-president of Alexander and Alexander, and Meeker Magnes Company, both in Chicago.

Italian unit trusts underway by autumn

BY OUR ROME STAFF

THERE was euphoria on the Italian bourses on Friday after the Italian Senate had at last approved a long-awaited legislation that will enable major banks and insurance and finance companies to introduce unit trusts or mutual funds on the Italian stock exchanges.

When the law has been implemented and the requests to introduce unit trusts passed by the Treasury Ministry, the first trusts should be introduced in the autumn.

The Milan stock exchange has risen by more than 20 per cent since January 1982, due to expectations of unit trusts investment. They are expected to bring substantial new demand to the stock exchange and thereby encourage more companies to offer shares on the market.

There are also hopes that unit trusts will make the market more sophisticated and less prone to questionable practices and insider dealing. The first unit trusts are expected from the banks, led by Banca Nazionale del Lavoro, which is planning to introduce three

Italian holding company, La Centrale, owned by the Nuovo Banco Ambrosiano group, is also planning to bring in three trusts and the insurance company, RAS, is planning one or possibly two.

The unit trusts law has been under consideration by parliament off and on for almost two decades. The only investment Trusts quoted on the Milan stock exchange are technically under Luxembourg law, although usually managed by Italian groups.

The Senate was also expected to approve legislation on company accounts and tax, enabling the revaluation of assets to take account of inflation.

The company legislation, known by the name of its original proposer, Sig Bruno Visentini, the former Finance Minister, has been welcomed warmly by Italian companies.

It will allow them to revalue their assets to take account of inflation, instead of being valued on a historic cost basis. The law will also allow greater tax exemptions and higher tax-free depreciation.

KNP to pay a dividend

BY OUR FINANCIAL STAFF

KNAPENHOLDINGEN (KNP) has reported a pre-tax loss of Fl 1.74m (\$22.5m) for 1982, compared with a profit of Fl 2.5m in 1981.

Deliveries of pulp stood at 80 per cent of production capacity.

The paper mills also cut production but the consumer products division showed stable results.

Capital spending was curtailed last year, easing from

Sk 666m in 1981 to Sk 543m. The group is negotiating the sale of its hydro-electric assets.

MoDo expects its results to remain stable this year, even if economic recovery is modest. It says the Swedish devaluation will improve its competitive position.

Net profit per share amounted

to Fl 3.74 compared with a loss of Fl 2.72 in 1981. Cash-flow rose to Fl 27 per share from Fl 19.82.

• The chief of the foreign transfer department of Slavensk's Bank was arrested on Friday on suspicion of embezzlement.

The suspect, identified only as Van Der Heul, allegedly transferred large amounts of money to accounts in his name in the Netherlands and other countries, according to the bank.

joined Chesbrough in 1970 as a National Mine Service shares controller. He has been responsible for product development for the health and beauty products division since 1978.

• Mr Gerald L. Gitter, executive vice-president-finance and chief financial officer of Pan American WORLD SERVICES, Inc., has been elected chairman of PAN AM WORLD SERVICES. In this new post, he will be responsible for the development of airline and aerospace maintenance servicing opportunities worldwide. Mr Michael J. McClellan has been named vice-president-maintenance services with Mr H. F. Gerhard executive vice-president for operations.

• Mr William H. Schmitt has been promoted to the new position of group director, research and control, for the health and beauty products division. Prince Matchabelli and International divisions of CHESBROUGH-POND'S INC. Mr Schmitt joined Chesbrough-Pond's in 1974 as director of product development and was named director of international research and control in October 1974. Mr John P. McCook has been promoted to director of research and control for the international division, succeeded

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FT INTERNATIONAL BOND SERVICE

U.S. DOLLAR STRAIGHTS					
	Issued	Bid	Offer	day	week
Amer. O/S Fin. 14% '88	75				

UK COMPANY NEWS

C. H. Beazer rises to £2.3m and lifts interim dividend

AN INCREASE from £1.65m to £2.36m in pre-tax profits is reported by C. H. Beazer, the Bath-based property developer and contractor, for the half-year to December 31, 1982.

The interim dividend is raised from 2.7p to 3p net—last year's total was 3p from pre-tax profits of £1m. Dividends absorb £2.36m of the profit.

M. C. E. G. Beazer, the chairman, says housing continues to be the dominant activity in the group's trading and he reports that the situation on a national basis appears to be improving. This should be reflected in a

higher number of completions in the current year.

Building materials is now becoming one of the group's major activities and made a significant contribution to the half-year total. Altogether the group has five divisional activities and, in general, trading conditions have been competitive but, in spite of the severe recession, he is confident that the results for the full year will be satisfactory.

Beazer turnover for the first half improved substantially from £18.35m to £27.26m. There was a

tax charge of £685,000 compared with £297,000.

Since the year-end, Beazer has acquired 50 acres of land in Oxfordshire and Berkshire for residential development, for a total consideration of more than £3m.

An offer made by R. Green Properties in December, 1982, was lapsed in February. There has since been an offer for Second City Properties, which recommended offer was made by County Bank, and a capital reorganisation of City is to be given as 5.5p (4.8p).

The directors say that after a pause started in 1982 due to the severe winter, the building merchant division improved substantially in the second half, and this improvement has continued so far into 1983.

The group's Sandford DIY stores had another satisfactory year, with turnover rising 10 per cent to £29.5m. Turnover in 1982 increased from £22.23m to £22.34m.

With losses per 50 share given as 2.03p (0.15p) the year's dividend is cut from 6.5p to 0.2p net.

Lady Joseph, chairman, says the increased losses were the inevitable consequence of closing the Royal Court Hotel, Sloane Square, for refurbishment for practically the whole of the year and of other refurbishment and development projects.

She says in due course the group should enjoy the returns obtainable from hotels of a

Sharpe & Fisher up 11% to £1.29m

WITH A rise in second half trading profits from £743,000 to £862,000, builders' merchant and DIY stores group Sharpe & Fisher ended 1982 11 per cent ahead at £1.29m, compared with £1.16m. Turnover for the 12 months ended by 11 per cent from £25.04m to £28.57m.

The year's dividend is being raised by 11 per cent from 1.45p (£1.29p). Earnings per share are given as 5.5p (4.8p).

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The two operations will compliment each other and

Friends' Provident expands in Canada

FRIENDS' PROVIDENT Life Office, a major UK mutual life company, is expanding its Canadian operations by acquiring a controlling interest in Seaboard Life Insurance Company of Vancouver. It is paying CARMA Limited of Edmonton £15.8m for its 69 per cent equity holding in Seaboard and will make a public offer for the remaining shares at the same price of £941 per share.

Friends' Provident already operates in Canada through its subsidiary, Fidelity Life Assurance Company, which is also based in Vancouver. Its area of operations is confined to the western side of Canada. Friends' has a 51 per cent stake in Fidelity in 1981. Friends' has 24m shares in Seaboard, and has committed £10m to Seaboard. Business is mainly ordinary life, but the company is diversifying into pensions.

Seaboard had a premium income of £534m in 1981 and premium of £550m in 1982. The surplus was arrived at after charging all initial costs of new branches at Gloucester and Newbury.

Tax took £384,000 (£364,000), leaving net profits of £202,000 (£179,000). Extraordinary adjustments reduced the taxable figure to £288,000 (£275,000) and earnings per share to 3p (2.8p). The dividend per share is £31,000 (£29,000).

The two operations will compliment each other and

Friends' Provident regard the two companies as providing a strong base for future development in Canada.

The deal has the approval of the Canadian Foreign Investment Review Agency and Friends' Provident has given an undertaking to the Agency to amalgamate the two companies within two years.

RMC GROUP**TRINIDAD SALE**

RMC Group, the producer of ready mixed concrete, is to sell off 60 per cent of its Trinidad company to local interests for a net £15.8m (\$4.5m).

Friends' has 72m stock units in Readymix (West Indies) but will retain a 40 per cent holding in the equity as well as representation on the board.

RMC has also agreed to provide management services to it if it reaches agreement with the relevant Trinidad authorities for the offer for sale. Subscription lists open this week and close on April 5.

KENNINGS HAS 51% OF WESTERN OFFSHOOT

KENNINGS Motor Holdings and Kennings Motor Group have notified dates of board meetings to the Stock Exchange. Such meetings are held for the purpose of considering dividends. Official indications are not available as to whether the dividends will be paid in cash or in kind. Dividends shown below are based mainly on last year's timetable.

Interim: Reliance Properties, Thomas Nationwide Transport. Finals: Waverley Cameron, Wilsey. **FINAL DATES**

Interim: Kwik Save Discount. Apr 22.

Finals: Booker & McConnell. Mar 29.

Brown Estate. Mar 29.

Camra (Real Ale) Investments. Mar 28.

Fremans. Mar 28.

Glynwood (Holdings). Mar 28.

Harris Real Estate. Mar 28.

Harris Quenway. Mar 28.

Home Counties Newspapers. Mar 28.

Hotels. Mar 28.

Polycon. Mar 28.

Weir. Mar 30.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are held for the purpose of considering dividends. Official indications are not available as to whether the dividends will be paid in cash or in kind. Dividends shown below are based mainly on last year's timetable.

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Hotels. Mar 28.

Polycon. Mar 28.

Weir. Mar 30.

FT Share Information

The following securities have been added to the Share Information Service:

Austin (E.) & Sons (Section: Industrials).

English & Dutch Investment Trust NV (Part. Cert.) (Investment Trusts).

Insurance Corporation of Ireland (Insurances).

Swedens 13 1/2% Loan Stock 2010 (The Bank & Overseas Govt. St. Issues).

FINANCE FOR INDUSTRY TERM DEPOSITS.

Deposits of £1,000-£50,000 accepted for fixed terms of 3-10 years.

Interest paid gross, half yearly. Rates for deposits received not later than 25/2/83.

TERMS (years) 3 4 5 6 7 8 9 10

INTEREST % 104 104 104 104 114 114 114 114

Deposits to and further information from The Treasures Finance for Industry plc, 91 Waterloo Rd, London SE1 8XP (01-926 7822, Ext. 367).

Cheques payable to "Bank of England, at FFI". FFI is the holding company for ICRC.

The North British Canadian Investment Company—Scottish Ontario Investments Company has disposed of 500,000 ordinary shares reducing holding to 127,500 shares (2 per cent).

Maria The Newsagent — Mr. B. H. Martin, director, has acquired 11,500 ordinary shares. Mr. J. B. H. Martin, Mr. P. J. Martin and Mr. D. W. Martin, directors, have each acquired 3,232 ordinary shares. Mr. J. B. H. Martin, Mr. P. J. Martin, Mr. D. W. Martin and another have acquired as trustees a total of 10,000 ordinary shares. Mr. J. B. H. Martin and another as trustees 10,000 ordinary shares in which Mr. J. B. H. Martin has the entire beneficial interest.

Arthur Lee and Sons—Caparo Group has sold 15m ordinary shares reducing interest to 72,400 ordinary shares (2.34 per cent).

Blue Holdings—Kean and Scott Holdings have acquired an interest in 1,077,500 ordinary shares (9.34 per cent).

Coatite Group—The company has been informed that Norwich Union Insurance Group hold 6,067,304 ordinary shares (7.05 per cent) of the issued capital. Unigroup—Mr Harvey Michael

has reduced his holding in the company by 50,000 shares to a total of 315,820 (6.87 per cent).

Fleming Far Eastern—Prudential Corporation has disposed of 220,000 shares (2.20 per cent) ordinary. Their holding is now 5,723,884 (11.37 per cent).

Lake and Elliot—Yelverton Investments has disposed of its interest in 560,000 ordinary.

Bremner—The London Life Association holds 380,000 ordinary (6.884 per cent).

Charterhouse—Mr. B. H. Martin, director, has acquired 11,500 ordinary shares. Mr. J. B. H. Martin has the entire beneficial interest.

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Closing prices March 18

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

A FINANCIAL TIMES SURVEY
WORLD BANKING

Part 1, 9th May 1983 Part 2, 16th May 1983
The Times proposes to publish a Survey on the above. The provisional editorial synopsis is set out below.

PART 1

PART 1
INTRODUCTION: The problems facing the world's banks have escalated rapidly over the past twelve months. Many of their domestic and international clients have run into difficulties and this has badly shaken confidence in the world banking system. Many banks are reviewing their international strategies after a decade of unprecedented foreign expansion.

Editorial coverage will also include:
World Economy — Central Banks

World Economy — Central Banks — The International Interbank Money Markets — The International Agencies — The Oil Price and Oil Money Markets — Sovereign Risk Analysis — The Problem Countries — Europe's Banking System: Country profiles

System: Country profiles PART 2

PART 2
INTRODUCTION: The business of banking: a look at how banks are coping with the major changes in their operating environment. Increasing regulatory controls, rapidly changing customer demands, a deterioration in the economic

environment. Increasing regulatory climate, plus competition from new of bank managements. In an indust

Retail Banking — Correspondent Banking — Corporate Banking — Technology — Financial Services

Retail Banking — Correspondent Banking — Corporate Banking — Technology — Financial Services
North America — Israel — Middle East — Asia and Pacific Basin — Caribbean — Latin America — Africa

*For further information and advertising rates please contact:
HELEN LEES*

HELEN LEES
Financial Times, Bracken House, 10 Cannon Street, London EC4P 4BY
Tel: 01-248 8000 ext. 3238 Telex: 885033 FINTIM G

The size, contents and publication dates of Surveys in the Financial Times are subject to change at the discretion of the Editor.

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Continued on Page 2

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices March 18

Continued on Page 22

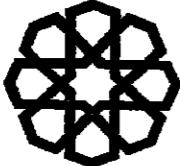
NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 22

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on

a-dividend also extra(s). b-annual rate of dividend plus stock dividend. cliquidating dividend. cd-called d-new year low e-dividend declared or paid in preceding 12 months. g-dividend in Canadian funds, subject to 15% non-residence tax. l-dividend declared after split-up or stock dividend. m-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting. k-dividend declared or paid this year, an accumulative issue with dividends in arrears. n-new issue in the past 52 weeks. The high-low range begins with the start of trading nd-next day delivery. P/E-price-earnings ratio. r-dividend declared or paid in preceding 12 months, plus stock dividend. s-stock split. Dividends begins with date of split. ss-sold t-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date. u-new yearly high v-trading halted. vi—bankruptcy or receivership or being reorganised under the Bankruptcy Act or securities assumed by such companies wd-when distributed. wr-when issued. ww-with warrants. x-ex-dividend or ex-rights. xola-ex-distribution. xx-without warrants. y-ex-dividend and sales in full. yld-yield. z-sales in full.

ISLAMIC FINANCE HOUSE (CAYMAN) LIMITED



(A company incorporated with limited liability under the Companies Law (Cap. 22) of the Cayman Islands with the object of serving as a channel for investments to be made in accordance with the Islamic laws enshrined in the Shari'a).

The Directors announce the issue of a Prospectus dated 14th March, 1983 inviting investors to subscribe for up to 20,000,000 Participating Redeemable Preference Shares of nominal value of one penny each in the Company at £1 per share, payable in full on application. The minimum investment is £500.

Copies of this Prospectus, together with Application Forms, may be obtained from local Mosques and Islamic Centres, and from:

Islamic Finance House PLC
136 Regent Street
London W1

16th March, 1983

Financial Times Conferences

WORLD ELECTRONICS

London, 21 & 22 June 1983
This is the sixth conference to be organised by the Financial Times in its well supported World Electronics series. This 1983 meeting will review prospects for collaboration in Europe, opportunities in the growth areas of the industry and the outlook for new entrepreneurs. The distinguished panel of speakers will include Mr Robert E. Sageman, President and Chief Executive Officer, A T & T International; Mr Kenneth Baker, MP, Minister of State for Industry & Information Technology; Dr Carlo de Benedetti, Vice-Chairman and Chief Executive Officer, Ing C. Olivetti & C. SpA and Mr R. D. Leister, Consultant to the Chairman of the Board, AEG-Telefunken AB.

THE OUTLOOK FOR MOTOR COMPONENTS

Geneva, 1 & 2 June 1983
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The FT-City Course, which consists of eight afternoon sessions, is designed for employees in companies with interests in the City to provide a broader understanding of all aspects of the City's operations and the factors that have made it a pre-eminent financial and trading centre. Twenty-two distinguished lecturers will consider such topics as the operations of the Bank of England, the role of clearing banks, merchant banks and the operation of the discount market.

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BUSINESSMAN'S DIARY

UK TRADE FAIRS AND EXHIBITIONS

Date	Title	Venue
Current	International Engineering Inspection and Quality Control Exhibition—INSPEX (01-642 5040) (until March 25)	NEC, Birmingham
March 22-25	London Fashion Fair (01-831 7855)	Olympia
March 22-24	International Tyre and Equipment Exhibition—BRITIREX (01-467 7728)	Cunard Exhibition Centre
March 28-30	British Wool Cloth Show (Bradford) (0274) 724235	Dorchester Hotel, W1
April 6-8	Fashion Fabrics (01-831 7855)	Olympia
April 9-11	London Black Fashion and Beauty Fair (01-272 5193)	West Centre Hotel, W6
April 12-14	Coal Preparation Technology Associated with Cost Reduction—Symposium and Exhibition (061-552 5621)	National Agricultural Centre, Keailworth
April 18-22	International Fire, Security and Safety Exhibition and Conference (01-387 5050)	Olympia
April 19-20	All Electronics Show—ECIR (Essex) (0798) 226123	Barbican
April 19-21	2nd Exhibition of Numerical Engineering Equipment and Services (01-579 9411)	Wembley Conference Centre
April 20-21	Fibre Optics Exhibition and Conference (Essex) (0798) 226123	The Brewery, EC1
April 24-27	Incentive Marketing and Sales Promotion Exhibition (01-688 7783)	Brighton
April 26-28	Site Equipment Demonstration—SED 83 (01-904 9504)	Hatfield

OVERSEAS TRADE FAIRS AND EXHIBITIONS

Date	Title	Venue
Current	International Technology Exchange and new products Fair—TECHEX '83 (01-584 5749) (until March 25)	Florida
March 23-27	Exhibition of Building Components and International Finishing and Sports Facilities (051-555 662)	Bologna
March 24-27	International Trade Fair for Garage Equipment—AUTOVAK (01-228 2880)	Amsterdam
March 25-28	2nd International Franchise Exhibition (01-439 3064)	Paris
April 11-13	Air Farnborough '83 (0272 6201)	Amsterdam
April 15-25	37th Swiss Engineering Fair (061 26 20 20)	Jakarta
April 19-23	World Energy Exhibition and Congress (Dorset) (0202) 732648	Philippines
April 24-26	Construction Indonesia '84 (01-866 1951)	
May 7-10	Manila Apparel Market Week (01-348 0742)	

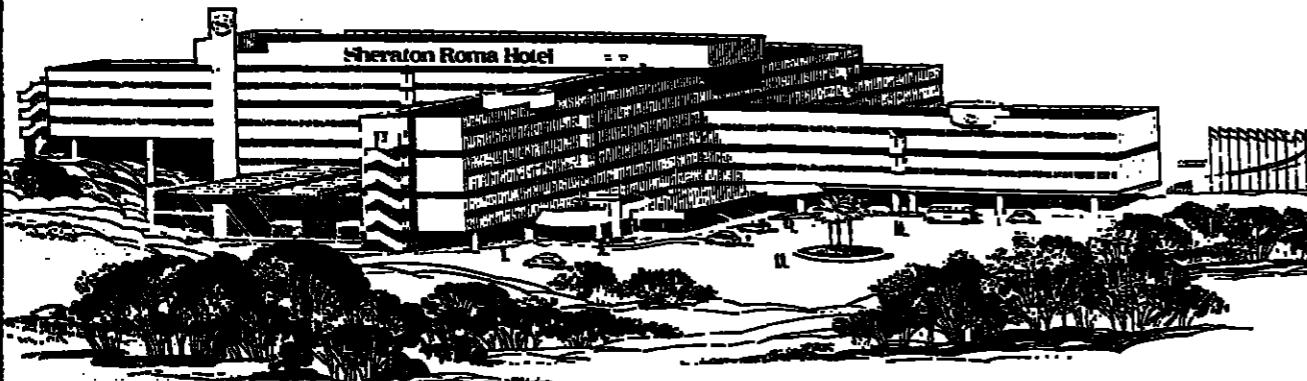
BUSINESS AND MANAGEMENT CONFERENCES

Date	Title	Venue
Current	Irish Chemical Industry—2nd Economic Conference (Dublin) (01-605 8777) (until March 22)	Dublin
March 22	CEB: Pay bargaining in the next 10 years (01-378 7400)	Centre Point, WC1
March 22-23	FT Conference: The outlook for world grains (01-378 1355)	Inter Continental Hotel, W1
March 22-23	BSI/FRG Conference on flat roofs: Warm and Dry (0442 49411)	Park Lane Hotel, W1
March 23	Chatham House: World trade issues between America and Europe (01-630 2223)	Chatham House, SW1
March 23	IFS: The 1983 Budget—its contents and implications (01-828 7545)	Regent Palace Hotel, W1
March 23	Macfarlane: Offshore tax planning in the UK. What would reintroduction of exchange controls mean? (01-637 7438)	Waldorf Hotel, WC2
March 23	External Affairs Association: Industrial seminar (01-637 7451)	UMIST, Manchester
March 23-24	Clothing and Footwear Institute: focus on micro computers (01-203 1091)	CET Conference Centre, London
March 23-24	IPC: Quality—the key to manufacturing profitability—Inspex '83 (01-643 8040)	NEC, Birmingham
March 24	Macfarlane: International financial communications in a world recession (01-839 4300)	Press Centre, EC1
March 24-25	Symposium S.A.R.L.: Doing business in Singapore (47-0145)	Luxembourg
March 25	Ribon: Settlement of disputes (01-637 5891)	Hyde Park Hotel, SW1
March 29-30	IWF: Office Automation—the management of productivity (01-342 2607)	Charterhouse Square, London
March 29-30	Canadian: European fruit juice seminar (01-323 4606)	Brussels
April 5-6	Economist: Europe and Japan—prospects for interdependence (01-839 7000)	Chartered Insurance Inst, EC2
April 12	CBI/IMIS: Company initiatives on unemployment (01-379 7400)	Tokyo
April 13-15	Management Centre Europe: '83 International Tax Conference (21-03-83)	Centre Point, WC1
April 14-June 2	FT Conference: FT City Course (01-621 1355)	Brussels
April 21-22	FT Conference: Venture capital (01-621 1355)	Caledonian Hotel, Edinburgh

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published.

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- The U.S. Experience
- The UK and Western Europe
- The Developing World
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- The Ground Infra-structure

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FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

The size, contents and publication dates of Surveys appearing in the Financial Times are subject to change at the discretion of the Editor.

WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week. The board meetings are mainly for the purpose of considering dividends and official meetings are not always available whether dividends concerned are interim or final. The sub-divisions shown below are based mainly on last year's timetable.

TODAY
COMPANY MEETINGS—Glasgow Stockholders Trust, 181-185 West George Street, Glasgow, 01-222 2425

BOARD MEETINGS—Finals:
Bentley Cameron
Willey
Imperial Products
National Maritime Transport

DIVIDEND & INTEREST PAYMENTS—London and Lombard Invest Trust, 2 St Mary Axe, EC3, 12.30

Marine Investors Trust, 44 Bloomsbury Square, WC1, 12.45

River Plate and General Investors Trust, 44 Bishopsgate, EC2, 12.30

Scottish Agricultural Ind., Caledonian Marine, 12.30

Stobart Group, 12.30

Trident Investors, 12.30

Woolwich Inv. Co., 12.30

BOARDS MEETINGS—BBA

BBA Ind. Services

Bennetts Peppercorn

Heathrow Ceramic

Masterson Sir James and Jefferies 5pm

Noble and Lind

Porterhouse Horn

Tricordor

Maynard Minerals Oil and Resources Shares Fund

DIVIDEND & INTEREST PAYMENTS—Finance Co. de La Nacion, Argentina, 9pm

First National Finance, 11.30am

Gloucester Inv. Co., 12.30pm

Great Western, 12.30pm

Leeds Inv. Co., 11.30am

London Inv. Co., 11.30am

Mersey Dock and Harbour, 12.30pm

Midland Inv. Co., 12.30pm

Monks Cross, 12.30pm

Newcastle Inv. Co., 12.30pm

Northumbrian Inv. Co., 12.30pm

Nottingham Inv. Co., 12.30pm

Nottinghamshire Inv. Co., 12.30pm

BUSINESS LAW

Reliance on precedent costs £35m

BY A. H. HERMANN, Legal Correspondent

WHAT IS the price of nostalgia? To Shell International it was some £35m which the oil company did not recover from its insurers for the loss of crude oil loaded on the 'Salem.' The master and crew of the ship, in conspiracy with its owners, loaded the oil in Kuwait, manifestly for a European destination, unloaded almost all of it surreptitiously in a South African port having previously obtained South African money; and then to cover up the theft scuttled the ship with the remaining oil on the high seas.

Shell relied on an insurance policy, the wording of which can only be explained by nostalgic hankering after things long past. The list of perils insured against read as follows:

"Touching the adventures and perils which the assured are contented to bear and do take upon us in this voyage: they are of the seas, marine war, fire, enemies, pirates, rovers, thieves, seizures, letters of marl and countermarl, surprisals, takings at sea... and of all other perils, losses and misfortunes, that have or shall come to the hurt, detriment or damage of the said goods and merchandises and ship, etc., or any part thereof."

Not only does the language sound strange, but even those words which still sound familiar have been qualified by legislation and judicial decisions so that they became 'terms of art' and no longer have their ordinary meaning. Thus, one might come to the conclusion that Shell was covered because the policy insures against thieves, but Rule 9 of the construction of a marine policy in the First Schedule to the Marine Insurance Act 1906 excludes 'clandestine theft or theft committed by crew or passengers.'

One would have thought that Shell could have fallen back on the Institute Cargo Clauses (FPA) which were appended to

the policy and of which Clause 8 reads: "In the event of loss of the Assured's right of recovery hereunder shall not be prejudiced by the fact that the loss may have been attributable to the wrongful act or misconduct of the shipowners or their servants." But marine insurance lawyers agree that this could not apply because this was first added to a contract a 1924 decision of the Lords, excluding scuttling of a vessel from the perils of the sea.

The only peril on which Shell could fall back was the 'taking at sea.' For some 300-400 years this was taken to mean capture or seizure and not embezzlement (in the Scottish, wider meaning) of the cargo by the owners of the ship. Its master or its crew. However, in 1968, a Denning Court of Appeal held

The House of Lords decision in Salem shows it is risky to rely on the Court of Appeal's interpretation of standard contractual clauses. Better use your own words.

In The Mandarin Star that "taking at sea" included also conversion of the goods by the master of the ship to the use of the shipowners. When the Salem case first came to trial in the High Court, Mr Justice Mustill was bound by The Mandarin Star to find in favour of Shell. On appeal, however, Lord Denning recanted and said that his much-criticised judgment in The Mandarin Star was based on a misunderstanding. The judgment was made not per incuriam and should not be binding. Mustill was reversed, and Shell appealed further to the House of Lords.

The appeal was heard by their Lordships last month, and Mr Gordon Pollock QC argued on behalf of Shell that as the insurance cover was taken in the period between 1969 and 1982, when The Mandarin Star decision was law, it must be assumed that it was the intention of the parties to insure also

such "taking" as a "taking at sea."

As a result of this unanimous decision of the Law Lords, it will no longer be possible to rely immediately on the rulings of the Court of Appeal, binding as they are on lower courts and the Court of Appeal itself. One will have to wait and see whether they are not later declared a heresy. How long? Twelve years is obviously not enough, particularly if the judgment is criticised by commentators. Would 50 years be more acceptable, or should one extend to judgments the ancient rule that only dead authors are a recognised authority in court?

How much more simple it would have been had the Law Lords said that the insurers could have excluded the consequences of The Mandarin Star by adding to the policy after the "taking at sea" the words "but not by the owners, master or crew of the ship."

One can take different views of the doctrine of precedent. Some believe in its virtue—others its shortcomings are more evident, but few will settle for a compromise under which one has to go to the House of Lords to establish whether a precedent was binding, and not at the time a contract was made.

U.S. lawyers accept that "it must be presumed that if the terms in use in such (insurance) contracts have been judicially construed, that construction and also that the parties contemplated that construction, and also that the parties intended to be adopted by the parties otherwise the language of the policy should have been modified to make the contrary intent clear."

The archaic formulation of the Lloyds marine policy will soon be replaced by a modern form and one hopes that the confusion about "taking at sea," "barbary," and "marl" and "counterpart," whatever they may mean, will disappear. But the confusion created by the Lords' decision in the Salem is more fundamental and will persist. While we should still believe that the intention of the parties is decisive for the meaning of the contract, we are no longer allowed to believe that when choosing the words to express their intention the parties followed the latest meaning given to the words by judges.

The confusion springs from the Lords' adherence to two contradictory and unresolvable doctrines: the one says that judicial rulings are binding until reversed by a superior court, and the other that judges do not create law but only uncover it—which means that some of the binding precedents can be non-law and not binding.

* See FT Commercial Law Reports, Part 1, 1982, 2 Qd 449.
† Apelman's Insurance Law and Practice, 1976, 7404
§ Couch on Insurance, 2d, 15.20.

THE WEEK IN THE COURTS

Swift and sure way with debts

DEBTORS, SEEKING to stave off the dreaded day when they have to pay their debts, have often used the processes of the law to achieve at least a prolongation of their credit. The delays of litigants have always frustrated creditors who are driven to resorting to the courts to recover that debt.

The law has always been anxious about the, while no debtor should be prevented from defending any claim made against him, neither should the creditor be kept out of his rightful money judgment when there is really no defence to the claim. Thus the procedure was devised in the last century whereby a creditor could apply to the courts for summary judgment under what is known as Order 14. This is a process whereby the creditor issues a specially endorsed writ supported by an affidavit setting out the facts of the indebtedness and the absence of any defence to it. If there is no default from the debtor, the creditor is entitled immediately to sign judgment debt through the processes of the court.

But debtors frequently put in an appearance and swear an affidavit claiming that they have a defence to the claim and ask that the cases should proceed in the ordinary way to trial, with all the concomitant delays. The courts, however, retain the power, on a summons under Order 14, to determine whether any defence is disclosed in reality. If there is no disclosure, the defendant may be called upon to lodge in the court the whole or part of the amount claimed, or to lodge security for any appropriate amount.

One of the defects of the present system that has still to be remedied is that in the early stages of the Order 14 procedure

a bank which had conducted a substantial part of its banking activities in the Far East, including Singapore, had conducted business with an Indian bank with a branch office in London. When a claim in the courts was made under a letter of credit, it said that the Indian bank, as an issuing bank, was liable to it as a negotiating bank in the sum of \$2,250,000, the sum due under a letter of credit.

In 1981, the Indian bank had applied for a stay of the West German bank's action on the grounds that India or Singapore and not England was the forum for the action. The Master and Judge will, it is hoped, inevitably see through this tactic and give judgment for the creditor. But the debtor then gives notice of his appeal and before the public hearing borrows enough money to pay off the pressing creditor.

No one has yet challenged this procedure as being a violation of Article 8 of the European Convention on Human Rights.

Parliament has not yet thought of removing this obstacle to a sound administration of justice, but it has recently achieved one important reform in favour of creditors.

From 1894 until the passing of the Supreme Court Act 1981 a creditor could not appeal to the Court of Appeal against an order of the judge in chambers giving the debtor unconditional leave to defend. That provision was repealed in 1981, and not re-enacted. Already some creditors have been taking advantage of this change in the procedural law, and are taking their cases to the Court of Appeal.

That Court has been exhibiting a boldness that it both welcome and timely. An example is the judgment of Lord Justice Robert Goff who, European Bank v. Panjahi Singh Bank* asserted with firmness that the law's policy of preventing delay in cases where there is no discernible defence is all the more imperative in cases

in existence, the Court of Appeal is asserting that where the law is clearly in favour of a creditor, and there are no issues of fact to be determined by oral evidence and the documentary evidence is unequivocal, there should be no obstacle to instant judgment. A swift and sure method of ensuring the payment of an undoubted debt should now invariably reflect the law's policy of justice to creditors.

The Court of Appeal took a different view of the third question. In that case a West German

bank could not be regarded as an agent for the Indian bank. Nor could it be regarded as an agent of the issuing bank.

The assertion that the West German bank was a mere agent for collection was unarguable, for Mr Justice Staughton had thought that a letter written by the West German bank to the Indian bank had contained a misrepresentation, namely, that the West German bank had already negotiated the documents under the letter of credit.

Lord Justice Robert Goff could not conceive of any way in which the Indian bank could have acted in any material way in reliance upon the misrepresentation, because it was a matter of total indifference to it whether the West German bank had negotiated the documents, or was still in the process of doing so.

On construing the relevant documents it was manifest that the Indian bank was unequivocally representing the West German bank, and that it recognised that the latter was entitled to act as negotiating banker under the letter of credit, and the documents were in order. On the face of the documents there was a liability to pay the sum due under the letter of credit on the date.

The Court of Appeal formed the clear view that there was no triable issue between the parties, and said that it would be wrong for the case to go for trial. Order 14 was appropriate to center on the West German bank's right to summary judgment.

In essence, the Court of Appeal is asserting that where the law is clearly in favour of a creditor, and there are no issues of fact to be determined by oral evidence and the documentary evidence is unequivocal, there should be no obstacle to instant judgment. A swift and sure method of ensuring the payment of an undoubted debt should now invariably reflect the law's policy of justice to creditors.

Times Law Report, 10 March 1983.

Justinian

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"Shorts" (Lives up to Five Years)

Informed Day	Stock	Price £	Last £	Int.	Yield %
20 Mar	200 FFI 14pc '83	1002	111.5	11.73	11.14
31 Mar	300 FFI 14pc Feb 1984	1002	111.5	11.73	11.14
12 Apr	100 FFI 14pc '84	1002	111.5	11.73	11.14
12 May	220 FFI 14pc '85	99.5	111.0	11.62	10.19
12 Jun	100 FFI 14pc '86	99.5	111.0	11.62	10.19
12 Jul	100 FFI 14pc '87	99.5	111.0	11.62	10.19
22 Aug	200 FFI 14pc '88	99.5	111.0	11.62	10.19
22 Sep	220 FFI 14pc '89	99.5	111.0	11.62	10.19
22 Oct	240 FFI 14pc '90	99.5	111.0	11.62	10.19
22 Nov	260 FFI 14pc '91	99.5	111.0	11.62	10.19
22 Dec	280 FFI 14pc '92	99.5	111.0	11.62	10.19
21 Jan	300 FFI 14pc '93	99.5	111.0	11.62	10.19
12 Feb	320 FFI 14pc '94	99.5	111.0	11.62	10.19
12 Mar	340 FFI 14pc '95	99.5	111.0	11.62	10.19
12 Apr	360 FFI 14pc '96	99.5	111.0	11.62	10.19
12 May	380 FFI 14pc '97	99.5	111.0	11.62	10.19
12 Jun	400 FFI 14pc '98	99.5	111.0	11.62	10.19
22 Jul	420 FFI 14pc '99	99.5	111.0	11.62	10.19
22 Aug	440 FFI 14pc '00	99.5	111.0	11.62	10.19
22 Sep	460 FFI 14pc '01	99.5	111.0	11.62	10.19
22 Oct	480 FFI 14pc '02	99.5	111.0	11.62	10.19
22 Nov	500 FFI 14pc '03	99.5	111.0	11.62	10.19
22 Dec	520 FFI 14pc '04	99.5	111.0	11.62	10.19
21 Jan	540 FFI 14pc '05	99.5	111.0	11.62	10.19
21 Feb	560 FFI 14pc '06	99.5	111.0	11.62	10.19
21 Mar	580 FFI 14pc '07	99.5	111.0	11.62	10.19
21 Apr	600 FFI 14pc '08	99.5	111.0	11.62	10.19
21 May	620 FFI 14pc '09	99.5	111.0	11.62	10.19
21 Jun	640 FFI 14pc '10	99.5	111.0	11.62	10.19
21 Jul	660 FFI 14pc '11	99.5	111.0	11.62	10.19
21 Aug	680 FFI 14pc '12	99.5	111.0	11.62	10.19
21 Sep	700 FFI 14pc '13	99.5	111.0	11.62	10.19
21 Oct	720 FFI 14pc '14	99.5	111.0	11.62	10.19
21 Nov	740 FFI 14pc '15	99.5	111.0	11.62	10.19
21 Dec	760 FFI 14pc '16	99.5	111.0	11.62	10.19
21 Jan	780 FFI 14pc '17	99.5	111.0	11.62	10.19
21 Feb	800 FFI 14pc '18	99.5	111.0	11.62	10.19
21 Mar	820 FFI 14pc '19	99.5	111.0	11.62	10.19
21 Apr	840 FFI 14pc '20	99.5	111.0	11.62	10.19
21 May	860 FFI 14pc '21	99.5	111.0	11.62	10.19
21 Jun	880 FFI 14pc '22	99.5	111.0	11.62	10.19
21 Jul	900 FFI 14pc '23	99.5	111.0	11.62	10.19
21 Aug	920 FFI 14pc '24	99.5	111.0	11.62	10.19
21 Sep	940 FFI 14pc '25	99.5	111.0	11.62	10.19
21 Oct	960 FFI 14pc '26	99.5	111.0	11.62	10.19
21 Nov	980 FFI 14pc '27	99.5	111.0	11.62	10.19
21 Dec	1000 FFI 14pc '28	99.5	111.0	11.62	10.19
21 Jan	1020 FFI 14pc '29	99.5	111.0	11.62	10.19
21 Feb	1040 FFI 14pc '30	99.5	111.0	11.62	10.19
21 Mar	1060 FFI 14pc '31	99.5	111.0	11.62	10.19
21 Apr	1080 FFI 14pc '32	99.5	111.0	11.62	10.19
21 May	1100 FFI 14pc '33	99.5	111.0	11.62	10.19
21 Jun	1120 FFI 14pc '34	99.5	111.0	11.62	10.19
21 Jul	1140 FFI 14pc '35	99.5	111.0	11.62	10.19
21 Aug	1160 FFI 14pc '36	99.5	111.0	11.62	10.19
21 Sep	1180 FFI 14pc '37	99.5	111.0	11.62	10.19
21 Oct	1200 FFI 14pc '38	99.5	111.0	11.62	10.19
21 Nov	1220 FFI 14pc '39	99.5	111.0	11.62	10.19
21 Dec	1240 FFI 14pc '40	99.5	111.0	11.62	10.19
21 Jan	1260 FFI 14pc '41	99.5	111.0	11.62	10.19
21 Feb	1280 FFI 14pc '42	99.5	111.0	11.62	10.19
21 Mar	1300 FFI 14pc '43	99.5	111.0	11.62	10.19
21 Apr	1320 FFI 14pc '44	99.5	111.0	11.62	10.19
21 May	1340 FFI 14pc '45	99.5	111.0	11.62	10.19
21 Jun	1360 FFI 14pc '46	99.5	111.0	11.62	10.19
21 Jul	1380 FFI 14pc '47	99.5	111.0	11.62	10.19
21 Aug	1400 FFI 14pc '48	99.5	111.0	11.62	10.19
21 Sep	1420 FFI 14pc '49	99.5	111.0	11.62	10.19
21 Oct	1440 FFI 14pc '50	99.5	111.0	11.62	10.19
21 Nov	1460 FFI 14pc '51	99.5	111.0	11.62	10.19
21 Dec	1480 FFI 14pc '52	99.5	111.0	11.62	10.19
21 Jan	1500 FFI 14pc '53	99.5	111.0	11.62	10.19
21 Feb	1520 FFI 14pc '54	99.5	111.0	11.62	10.19
21 Mar	1540 FFI 14pc '55	99.5	111.0	11.62	10.19
21 Apr	1560 FFI 14pc '56	99.5	111.0	11.62	10.19
21 May	1580 FFI 14pc '57	99.5	111.0	11.62	10.19
21 Jun	1600 FFI 14pc '58	99.5	111.0	11.62	10.19
21 Jul	1620 FFI 14pc '59	99.5	111.0	11.62	10.19
21 Aug	1640 FFI 14pc '60	99.5	111.0	11.62	10.19
21 Sep	1660 FFI 14pc '61	99.5	111.0	11.62	10.19
21 Oct	1680 FFI 14pc '62	99.5	111.0	11.62	10.19
21 Nov	1700 FFI 14pc '63	99.5	111.0	11.62	10.19
21 Dec	1720 FFI 14pc '64	99.5	111.0	11.62	10.19
21 Jan	1740 FFI 14pc '65	99.5	111.0	11.62	10.19
21 Feb	1760 FFI 14pc '66	99.5	111.0	11.62	10.19
21 Mar	1780 FFI 14pc '67	99.5	111.0	11.62	10.19
21 Apr	1800 FFI 14pc '68	99.5	111.0	11.62	10.19
21 May	1820 FFI 14pc '69	99.5	111.0	11.62	10.19
21 Jun	1840 FFI 14pc '70	99.5	111.0	11.62	10.19
21 Jul	1860 FFI 14pc '71	99.5	111.0	11.62	10.19
21 Aug	1880 FFI 14pc '72	99.5	111.0	11.62	10.19
21 Sep	1900 FFI 14pc '73	99.5	111.0	11.62	10.19
21 Oct	1920 FFI 14pc '74	99.5	111.0	11.62	10.19
21 Nov	1940 FFI 14pc '75	99.5	111.0	11.62	10.19
21 Dec	1960 FFI 14pc '76	99.5	111.0	11.62	10.19
21 Jan	1980 FFI 14pc '77	99.5	111.0	11.62	10.19
21 Feb	2000 FFI 14pc '78	99.5	111.0	11.62	10.19
21 Mar	2020 FFI 14pc '79	99.5	111.0	11.62	10.19
21 Apr	2040 FFI 14pc '80	99.5	111.0	11.62	10.19
21 May	2060 FFI 14pc '81	99.5	111.0	11.62	10.19
21 Jun	2080 FFI 14pc '82	99.5	111.0	11.62	10.19
21 Jul	2100 FFI 14pc '83	99.5	111.0	11.62	10.19
21 Aug	2120 FFI 14pc '84	99.5	111.0	11.62	10.19
21 Sep	2140 FFI 14pc '85	99.5	111.0	11.62	10.19
21 Oct	2160 FFI 14pc '86	99.5	111.0	11.62	10.19</

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

EMS in a turmoil

By COLIN MILLHAM

The continuing high level of Eurodollar interest rates, and little prospect of lower New York rates as the U.S. Treasury funding programme rumbles on, kept the dollar firm last week. At the same time the foreign exchanges became rather disillusioned with the European Monetary System. Seven countries built up between Germany and some of its partners about how to contain the pressures within the system. France and Belgium, fighting to prevent a devaluation of the franc, were the main losers. This was the official position of ministers at the weekend.

At the beginning of last week the Belgian National Bank introduced exchange controls, giving up some of the currency's market value, making it almost impossible for Belgian banks to run forward positions against the franc. This had an immediate impact, pushing the Belgian currency from the bottom of the EMS to the top. The Bundesbank intervened

Bonn had already made an effort to take some of the steam out of the situation by cutting 1 per cent from key Bundesbank lending rates, and fearing a worsening of Germany's competitive position, the realignment of EMS participants was agreed.

At the weekend, the realignment of EMS participants was agreed, giving up some of the currency's market value, making it almost impossible for Belgian banks to run forward positions against the franc. This had an immediate impact, pushing the Belgian currency from the bottom of the EMS to the top.

but like the similar improvement of the French franc, which also touched the top of the EMS last week, the gains proved short-lived. The French franc was boosted by exceptionally high short term eurocurrency deposit rates, rewarding holders of the currency for giving up returns larger than any likely devaluation. But after an initial success the French and Belgian francs faced further central bank support to keep them agreed EMS limits on Friday.

The Bundesbank intervened

FINANCIAL FUTURES

LONDON

THREE-MONTH EURODOLLAR \$1m

	Close	High	Low	Prev
June	90.48	90.49	90.42	90.55
Sept	90.10	90.10	90.10	90.14
Dec	—	—	90.06	—
March	89.90	—	—	—

Previous day's open int. 3,738

THREE-MONTH STERLING DEPOSIT

	Close	High	Low	Prev
June	90.14	90.20	90.00	90.18
Sept	90.14	90.22	90.22	90.21
Dec	90.14	90.22	90.22	90.21
March	90.14	—	—	—

Previous day's open int. 2,948

20-YEAR 12.5% NOTIONAL GIIL £50,000

20-Years to Maturity

Previous day's open int. 10,188

U.S. TREASURY BILLS (MM) \$1m

	Close	High	Low	Prev
June	91.40	91.51	91.33	91.47
Sept	91.19	91.27	91.13	91.27
Dec	90.97	91.05	90.97	91.05
March	90.77	90.87	90.77	90.87

Previous day's open int. 10,188

U.S. CERT. DEPOSIT (MM) \$1m points of 100%

	Close	High	Low	Prev
June	90.21	90.26	90.20	90.27
Sept	90.21	90.26	90.20	90.27
Dec	90.21	90.26	90.20	90.27
March	90.21	90.26	90.20	90.27

Previous day's open int. 3,738

CHICAGO

U.S. TREASURY BONDS (CBT) \$1m \$100,000 32nds of 100%

	Close	High	Low	Prev
June	76.08	76.10	75.92	76.01
Sept	76.08	76.10	75.92	76.01
Dec	76.08	76.10	75.92	76.01
March	76.08	76.10	75.92	76.01

Previous day's open int. 3,738

U.S. CERT. DEPOSIT (MM) \$1m points of 100%

	Close	High	Low	Prev
June	91.40	91.51	91.33	91.47
Sept	91.19	91.27	91.13	91.27
Dec	90.97	91.05	90.97	91.05
March	90.77	90.87	90.77	90.87

Previous day's open int. 3,738

U.S. CERT. DEPOSIT (MM) \$1m points of 100%

	Close	High	Low	Prev
June	90.21	90.26	90.20	90.27
Sept	90.21	90.26	90.20	90.27
Dec	90.21	90.26	90.20	90.27
March	90.21	90.26	90.20	90.27

Previous day's open int. 3,738

DEUTSCHE MARKS DM 125,000 S per DM

	Close	High	Low	Prev
June	90.55	90.60	90.50	90.55
Sept	90.44	90.50	90.40	90.45
Dec	90.44	90.50	90.40	90.45
March	90.44	90.50	90.40	90.45

Previous day's open int. 2,239

STERLING (IMM) \$ per £

	Close	High	Low	Prev
June	1.4855	1.4865	1.4855	1.4855
Sept	1.4861	1.4861	1.4861	1.4861
Dec	1.4861	1.4861	1.4861	1.4861
March	1.4861	1.4861	1.4861	1.4861

Previous day's open int. 775

STERLING (IMM) S per £

	Close	High	Low	Prev
June	90.20	90.30	90.17	90.29
Sept	91.15	91.20	91.10	91.20
Dec	90.70	90.78	90.63	90.70
March	90.44	90.50	90.35	90.45

Previous day's open int. 222

SWISS FRANCS FRF 125,000 S per CHF 100

	Close	High	Low	Prev
June	90.00	90.07	89.95	90.00
Sept	90.22	90.28	90.22	90.22
Dec	90.22	90.28	90.22	90.22
March	90.22	90.28	90.22	90.22

Previous day's open int. 357

GRAMA (CBT) 8% \$100,000 32nds of 100%

	Close	High	Low	Prev

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SECTION IV

FINANCIAL TIMES SURVEY

Monday March 21 1983

Electronics in Europe

INVESTMENT FOR THE FUTURE

Anxieties rise as the pace quickens

By GUY DE JONQUIERES

FOR MOST Western European countries, bruised by recession, rising unemployment and the decline of older manufacturing sectors, the almost boundless perspectives of growth opened up by electronics and information technology hold out one of the brightest hopes of better times ahead.

Indeed, encouraging the development of a vigorous indigenous electronics industry is increasingly regarded not just as a desirable objective, but as a strategic necessity.

If, as is often suggested, the world is on the verge of a new industrial revolution, possession of the skills and resources needed to exploit electronics may be as important in determining the wealth of nations in the late 20th century as the capacity to produce raw steel was in the 19th.

But as Europe ponders the opportunities offered by fast-moving electronic markets, excitement at the prospects is also tinged with concern. A recent statement of utterances by industry leaders, government authorities and EEC officials in Brussels is the danger of falling behind the U.S. and Japan in a global race to dominate the new technology-based industries of tomorrow.

Both the Americans and the Japanese, of course, also harbour anxieties about the competitive position of their own industries. In Tokyo, there is concern about the national capacity for the kind of fundamental innovation needed to make the leap into a future generation of "intelligent" computers while Silicon Valley has been joined by rapid Japanese penetration of key U.S. semiconductor markets.

initially in the field of research and development, and a more precise alignment of national industrial policies.

Philips, the Dutch group which is Europe's largest electronics manufacturer and one of its most genuinely multinational companies, wants to go further. It would like to see co-operation between European companies extending to joint product development and marketing arrangements.

Individual European countries, however, still a long way from agreeing on common strategies to encourage the development of their electronics industries. At one extreme, France is set on a policy of "reconquering its internal market" and achieving a high degree of national self-sufficiency in key technologies by massive state investments in nationalised companies, such as Thomson, Compagnie Generale d'Electricité and CH-Honeywell Bull.

At the other extreme, Ireland is counting on investment by foreign companies to help it build up an electronics industry "from scratch". By offering generous grants and tax incentives, it has already succeeded in persuading an impressive number of American and Japanese manufacturers to set up local operations.

West Germany, by contrast, eschews overt government intervention in industry, though its Bundespost (Post Office) exercises strong influence over manufacturers of both telecommunications and data processing equipment, and its Research and Technology Ministry uses its modest support budget to play a limited dirigiste role.

Britain, on the other hand, relies on an eclectic mix of policies. Direct Government intervention through, for example, state support for the Immes microchip venture, coexists somewhat uneasily with the free market approach which has led to the liberalisation of telecommunications and plans to sell a

majority of British Telecom to private investors.

At the same time, Britain has extended an open welcome to foreign investment, though to which Scotland today has a greater concentration of semiconductor plants than any other part of Europe. The Government has also been particularly active recently in courting investment from Japan, and most Japanese consumer electronics

derived from the size of their home base. But they have also often argued that it is better than their local competitors to take advantage of a Common Market.

IBM, for example, has arranged its extensive manufacturing operations on this side of the Atlantic so that each of its plants makes a given product for the whole of Europe.

By contrast, Philips has suffered until recently from a fragmented production structure which grew up earlier this century when each country was sheltered by tariff walls. This led to many plants making different products which were sold only in the country where they were manufactured.

A similar flaw undermined the policies which several countries adopted in the 1960s and 1970s to try to stimulate the development of indigenous computer industries. Such policies failed partly because they were aimed at producing "national champions" which depended too heavily on too narrow a slice of their own home markets and were unable to match more broadly-based U.S. manufacturers with more efficient large-scale production resources.

Whatever the reasons which lead U.S. and Japanese companies to invest in production facilities in Europe in the first place—and there appear to be a variety of motives involved—it seems increasingly evident that gaining access to the whole EEC market is an important consideration.

This is borne out by a recent survey of more than 600 U.S. electronics companies carried out by Electronics Location File. It found that while Britain was the first choice for a prospective overseas investment, it would lose much of its appeal if it ceased to belong to the Common Market. A quarter of the U.S. companies said that EEC withdrawal would make the UK an unsuitable location, while 40 per cent said it would be less suitable.

Another interesting finding is that France has gained in popularity as a location for prospective U.S. investments over the past year, in spite of undisguised misgivings among many sections of American business about the socialist policies of President Mitterrand's government.

Market access

It is unclear, however, to what extent such investments are motivated by political, as opposed to commercial factors.

American companies are undoubtedly concerned that moves such as France's decision to route all Japanese video recorder imports through one customs post at Poitiers may herald a trend towards the unilateral creation of trade barriers.

Some see investment in France primarily as a way of securing access to its market.

But they also say that they are reluctant to commit funds to large-scale manufacturing operations there to serve the whole of the European market if French trade barriers are likely to grow.

The recent acquisitions by

French Thomson group of a

number of West German

consumer electronics manufac-

turers, culminating in the bid

for 75 per cent of Telefunken,

as well as the rationalisation of

Philips' operations into fewer,

larger units, indicates a growing

awareness in the European

electronics industry of the need

to achieve economies of scale

if it is to compete effectively

against U.S. and Japanese com-

panies.

But such restructuring is un-

likely to achieve its objectives

unless European companies

also look at EEC markets as

a whole. Industrial policies

which focus heavily on national

markets could both inhibit

investment from outside and

jeopardise any chances of de-

veloping a common European

strategy in electronics.

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HI-TECH NEEDS A COMPATIBLE ENVIRONMENT

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ELECTRONICS IN EUROPE II

Beyond the telecommunications sector, Europe is failing to meet its own fast-growing electronic needs. The gap is being filled by thrusting U.S. and Japanese companies

Major struggle ahead

WESTERN EUROPE has a healthy appetite for electronics and information technology products. But it is failing by a wide margin to meet its needs from its own resources.

For this reason, it is often predicted that the region will over the next decade become a prime battleground in a global struggle between American high technology companies, which are already its main suppliers, and Japanese companies which appear to be set on an aggressively expansionary course.

A critical measure of Europe's position is semiconductors, the components used in all electronic equipment.

According to Dataquest, the U.S. market research house, European consumption of semiconductors amounted to \$3.2bn last year, out of a world total of \$14.7bn. (Europe's share is probably somewhat understated because of the recent strength of the dollar).

Dataquest estimates, however, that only \$1.7bn of Europe's consumption was supplied from local sources, and the rest was imported. Moreover, only 31 per cent of local production was by European-owned companies, most of the remainder coming from subsidiaries of U.S. companies.

Though Dataquest expects European-owned production to grow strongly over the next few years, it is likely to be outstripped by expansion of facilities in Europe owned by American and Japanese manufacturers.

It forecasts that by 1983, Western European-owned companies will supply only 34 per cent of a market worth \$26.5bn, against 42 per cent last year. Imports are forecast to rise to \$8.6bn from \$1.5bn over the same period.

Europe has two world-class semiconductor manufacturers in Philips of the Netherlands and Siemens of West Germany, both of which have significant investments in integrated circuit manufacturing in the U.S. On a national basis, France's

U.S. and Japanese heavyweights.

Europe's position in semiconductors is mirrored in computers. In spite of the large sums spent by governments to support their national computer industries over the past 15 years, the European market is dominated by U.S. suppliers.

According to a study by Logica, a London consultancy, 12 of the top 25 computer manufacturers operating in Europe in 1981 were American.

The largest of these, IBM, had data-processing revenues exceeding those of all its leading European competitors combined.

According to Logica, the three biggest European companies—Siemens, ICL of Britain and France's Cii-Honeywell Bull—

have all lost money in the business recently.

All three were originally intended to be "national champions" which could stand up to IBM. Their failure to match the U.S. giant stems largely from the fact that they tried to compete with it across too broad a range of products, with inadequate resources, and from national markets which were too narrowly based.

Significantly, some of Europe's most striking success stories in computers have been achieved by companies such as Nixdorf of West Germany and Italy's Olivetti, which have sought out niches in the market for small data processing systems in which IBM has been much less of a threat.

ICL's new strategy, which follows a sweeping reorganisation less than two years ago, is to "surround" IBM installations with its own machines, rather than to try to challenge IBM directly for mastery of the centre ground.

The booming market for personal computers—which is growing several times faster than the market for bigger systems—offers fresh opportunities for European companies. Many of the most successful products so far have been developed by small, young companies, not the established manufacturers.

Though Immos' memory chips have won technical acclaim, the company seems certain to need substantial further financing (on top of the £100m already invested in it) if it is to compete successfully with

It remains to be seen whether these upstarts can achieve sustained growth.

The examples of Silicon Valley and Boston's Route 128 in the U.S., where small "spin-off" companies have sprung up to develop many innovative products in recent years, suggest that Europe will need to pay more attention to the role which such businesses play in stimulating vigorous growth in the electronics industry.

The one really large electronics market where European countries have not yet been able to control their own destiny is telecommunications. According to the OECD, most European countries meet two thirds or more of their demand for telecommunications equipment from domestic production predominantly from locally-owned companies. Moreover, many of them also enjoy a trade surplus in these products, unlike the U.S.

The reason is that European markets are extensively protected by state monopolies which have placed the vast bulk of orders with favoured national suppliers.

Moreover, advances in technology are dramatically changing the institutional environment in which the PTTs operate. The next few years will see a growth of satellite services, which can beam communications signals over wide areas and which will be harder to control than land-based transmission systems.

France has been particularly active in using its PTT as an instrument of industrial policy, to promote the restructuring of the telecommunications industry and the development of new products and systems.

Finally, the enormous costs of developing new electronic switching systems are likely to strain even the resources of the PTTs and the capacity of their suppliers. All these factors suggest seem likely to erode in time the rigid barriers which now segregate national telecommunications markets. But whether the prime beneficiaries are European-owned companies or foreign competitors, remains to be seen.

THE EUROPEAN SEMICONDUCTOR MARKET
Semi-conductor consumption by end-user (values in \$m)

	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	CAGR*
Total semi-conductor	1,853	2,239	3,016	3,456	3,941	4,359	4,738	5,075	6,142	7,512	8,259	9,497	10,633	22.1
Automotive	56	77	106	138	125	135	158	183	237	285	373	472	5,150	25.1
Computer	389	486	623	755	614	638	723	848	1,014	1,226	1,493	1,838	5,128	21.6
Consumer	482	593	746	888	720	722	791	904	1,048	1,224	1,451	1,726	4,673	18.4
Government/Military	167	207	263	316	247	262	306	367	450	556	694	872	2,623	24
Industrial	425	526	658	836	687	712	803	941	1,119	1,346	1,636	2,005	5,450	21.3
Telecommunications	334	440	592	753	648	698	818	983	1,207	1,493	1,863	2,346	7,168	24.1

*CAGR, compound annual growth rate.
Source: Dataquest.

THE EUROPEAN INTEGRATED CIRCUIT MARKET
IC consumption by end-use (values in \$m)

	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	CAGR*
Total integrated circuit	904	1,238	1,747	2,333	1,892	2,088	2,286	2,787	3,482	4,306	5,413	6,942	11,497	25.1
Automotive	8	14	23	45	41	47	55	73	99	132	181	246	1,027	34
Computer	296	380	501	628	488	493	566	678	828	1,017	1,259	1,569	4,645	24.4
Consumer	287	373	506	637	501	499	553	650	775	929	1,122	1,363	4,050	22
Government/Military	30	49	82	119	94	105	124	156	201	262	340	441	1,531	24.6
Industrial	216	295	409	541	435	452	516	629	776	964	1,208	1,522	4,525	24.1
Telecommunications	67	127	226	362	333	392	472	601	773	1,001	1,383	1,707	5,719	24.3

*CAGR, compound annual growth rate.
Source: Dataquest.

Quest for closer co-operation in research

Collaboration: now Europe tries again

ACHIEVING closer collaboration between Europe's electronic technology companies, and the creation of an industrial bloc vigorous enough to take on all-comers, is a dream almost as old as the EEC itself.

But as the threat grows that Europe may be squeezed in a global battle between powerful U.S. and Japanese manufacturers, the idea is commanding increasing attention.

Last summer the EEC Commission unveiled a project named Esprit for closer co-operation in electronics research and development. The first phase, backed by about £25m in support funds, is a relatively modest scheme for joint work on advanced equipment and technologies.

It is hoped that from next year the programme will be broadened to include closer co-operation of national R & D policies in fields such as development of super-computers, and business by measures to reduce barriers to trade in electronics products in the EEC.

Enthusiasts argue that Esprit's chances are improved by the fact that it enjoys the support of a dozen leading European electronics manufacturers. They include Philips of the Netherlands, West Germany's Siemens, GEC, ICL and Plessey of Britain, France's Thomson CIT Alcatel and Cii-Honeywell Bull, and Italy's Olivetti.

Philips and Siemens also agreed recently to co-operate bilaterally in basic research.

Mr Wim Dekker, Philips' chairman, hopes that Esprit will blossom into a full-blown European industrial policy. He would like to see collaboration extend right up to joint product development and marketing and believes that the EEC should waive its competition rules to permit this.

There is certainly much evidence that the weaknesses of Europe's electronics industry have stemmed less from deficiencies in research and technological innovation than from its frequent inability to match the U.S. and Japan in timely product development and effective marketing.

Viscount Etienne Davignon, the EEC Industry Commissioner, estimates that it takes European companies twice as long as Japanese manufacturers to transform research into saleable products.

But Esprit must still overcome numerous hurdles if it is to fulfil even the modest initial goals set for it. Money has yet to be voted for its next stages, and intricate issues have to be resolved such as intellectual property rights and the role of U.S. multinationals, such as IBM.

It remains to be seen, too, whether large companies long accustomed to independence will succeed in practice in pooling resources and blending different management styles.

There have been a few examples to date of successful collaboration between European electronics manufacturers. The most ambitious attempt, the short-lived Unidata computer venture which brought together Philips, Siemens and Cii of France in the 1970s, is widely remembered as a fiasco. It quickly founders on differences in management style, corporate rivalry and branch government interference.

Since then, European companies have tended to look further afield for partners. Philips recently agreed with American Telephone and Telegraph to cooperate in electronic telephone exchanges.

The principle collaborative deal reached by ICL as part of its recovery strategy has been with Japan's Fujitsu, Canada's Mitel and Three Rivers of the U.S.

Fujitsu, Thomson and General Instrument had planned a major link with Continental Telephone of the U.S., but the project collapsed soon after the Mitterrand Government took office.

The U.S., with its huge market and vigorous climate of innovation, has also increasingly attracted investments by European companies. Philips, Siemens, GEC and Plessey have all made sizable acquisitions

there, while Italy's Olivetti has made venture capital investments in some 20 smaller American high-technology companies in the past two years.

Within Europe, the history of trans-border acquisitions and investments which have been made for genuinely commercial reasons is relatively sparse and patchy.

Philips, the most truly multinational of Europe's electronics companies, continues to expand in Europe by acquisition, though its investments there recently have been concentrated on the U.S. And the future of the state which St Gobain of France purchased in Olivetti three years ago is in doubt now that the French Government has directed the former company to dispose of its interests in electronics.

Both the present French Government and its predecessor have intervened, more or less directly, to encourage mergers involving foreign companies. In the mid-1970s the Giscard administration threw its weight behind the take-over of French interests belonging to International Telephone and Telegraph of the U.S. and Sweden's L. M. Ericsson as part of a plan to restructure the national telecommunications industry.

Since then, the Mitterrand Government has also nationalised CGCT, a telecommunications company belonging to ITT. It also supported the bid by the recently-nationalised Thomson group for a majority of Grundig, West Germany's largest consumer electronics manufacturer, in which Philips has a 24.5 per cent interest.

During this month, after the Grundig bid was blocked by the West German Cartel Office, Thomson announced plans to acquire a majority of AEG-Telefunken instead. The French company hopes, through this acquisition, to grow to the optimum size to compete internationally with both Philips and the Japanese in consumer electronics.

Of all the obstacles standing in the way of closer industrial collaboration in Europe, perhaps the most intractable is the commitment by a number of governments to policies which aim to achieve purely national objectives by only national means. Thinking in many countries still seems to be coloured by the view that a high degree of independence in high technology is both desirable and feasible.

At the least, such an approach carries the risk that precious technological resources will be wasted by needless duplication of effort. At worst, it could lead to debilitating and ultimately self-destructive competition, accompanied by the erection of further barriers intended to protect national markets.

Guy de Jonquieres

The second is the recognition that individual European countries can no longer afford the massive investments required for high technology projects, especially if there is no certainty that the products which emerge from them can be sold in volume outside their home markets.

Few telecommunications manufacturers have the resources to develop a new generation of electronic digital exchanges on their own and the huge costs and diverse technological skills needed to develop "intelligent" computers in the 1990s will almost certainly require joint efforts involving both governments and companies.

The survival of many of Europe's electronics manufacturers may hinge on how well they adapt to these challenges. In the final analysis, perhaps the best hope for closer collaboration is that inexorable economic pressures and commercial self-interest will lead to industrial rapprochement for which the political will has so far been lacking.

Guy de Jonquieres

EUROPEAN SEMICONDUCTOR REVENUES
Estimated 1982 versus 1981 revenues of leading suppliers, values in \$m

Company	1981	1982	Annual growth %

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ELECTRONICS IN EUROPE III

The factors which influence U.S. and Japanese companies moving into Europe are very different

New criteria for investment

AMERICAN and Japanese electronics companies differ considerably in the criteria that they apply in deciding where to locate a new manufacturing facility in Europe.

These criteria have changed since the immediate post-war years when there was a burst of manufacturing investment in U.S. Europe by the emerging U.S. data-processing multinationals.

The primary factors for these investments were the lure of cutting costs on transportation costs and establishing a firm base in the market.

In the 1960s, development in printed circuit board technology made distribution costs less important than labour costs.

This consideration alone drove U.S. companies to manufacture in the Far East and, to some extent, in Mexico and Puerto Rico.

Japanese multinationals have been late arrivals on the international investment scene. In the 1960s, Japanese investment overseas was confined to the Far East, exploiting the same labour cost advantage.

Strong reaction

In the 1970s, Japanese companies have, somewhat reluctantly, become major investors in Europe. The proliferation of Japanese imports brought a strong reaction from European companies, which led to threats of trade protectionism and encouraged Japanese companies to set up manufacturing plants in Europe even though there appeared to be no intrinsic cost advantage.

Aware of the political sensitivity of their activities, many Japanese companies established joint ventures with European producers. Some of these joint ventures have then been discontinued in favour of wholly owned Japanese facilities.

• **U.S. companies' criteria:** In the past few years, U.S. companies have been remarkably consistent in their criteria for evaluating an overseas production investment location.

More than 50 major greenfield investments have been made in Europe by U.S. electronics companies between 1978 and 1981. About a third of these investments have been in data processing; a further third is divided equally between industrial electronics equipment and support components, that is, all electronic components other than semiconductors and integrated circuits; the remaining facilities are broadly split into office equipment, communications, semiconductors, integrated circuits and consumer products. Today, all these investments are providing employment for about 20,000 people.

Although these companies apply similar criteria to selecting locations, there have been several clearly identifiable changes in their relative importance since 1978.

The cost and nature of labour, host government attitudes and financial incentives are some of the criteria. For example, labour performance measured

PREFERRED LOCATIONS

This table lists countries in order of locational preference by the U.S. electronics industry. Colours on the right show the latest position ("with last year's position in parentheses), followed by the country and preference vote, ie, the number of relocating electronics companies (total 263) expressing preference for one or more countries.

1 (1) United Kingdom	71
2 (2) West Germany	51
3 (3) Ireland	44
4 (7) France	31
5 (8) Mexico	28
6 (4) Canada	25
7 (6) Taiwan	21
8 (12) Netherlands	19
9 (9) Italy	18
10 (8) Japan	17
11 (11) Spain	15
12 (10) Singapore	14
13 (14) Philippines	13
14 (16) Belgium	12
15 (15) Australia	11
16 (22) Barbados	11
17 (31) Switzerland	10
18 (13) Austria	9
19 (34) India	8
20 (28) Hong Kong	8
21 (25) Jamaica	8
22 (17) Malaysia	8
23 (21) Sweden	7
24 (29) Brazil	7
25 (26) Egypt	6
26 (20) Portugal	6
27 (36) South Korea	6
28 (19) Morocco	5
29 (26) Sri Lanka	4
30 (18) Egypt	4
31 (23) Israel	4
32 (20) New Zealand	4
33 (24) Norway	3
34 (32) Argentina	3
35 (38) Denmark	3
36 (42) Luxembourg	3
37 (—) St Vincent	3
38 (27) Tunisia	3
39 (41) Greece	2
40 (22) Indonesia	2
41 (—) Panama	2
42 (25) South Africa	2
43 (45) St Lucia	2
44 (—) Venezuela	1
45 (37) Chile	1
46 (—) China	1
47 (40) Cyprus	1
48 (—) Finland	1
49 (43) Nigeria	1
50 (50) Turkey	1

Source: Electronics Location File, 1983

by absenteeism, labour turnover and, if possible, productivity are taken into account when comparing likely labour costs. Even in 1978, availability of specialist labour was considered more important than untrained labour. However, in both countries assessments are made of the capability and flexibility of the workforce as an indication of adaptability to technological changes.

A second area where trouble has arisen is in finding local sources of quality components. There is a stronger preference today for working in English since it is the second language of Japanese management.

Another change is that where Japanese companies see threats of trade protectionism, they begin to attach more importance to "attitude of host government".

• **Criteria in the 1980s:** There are two significant movements in the electronics industry which will shape the pattern of U.S. and Japanese investments in Europe during the next few years.

Firstly, R & D investment is becoming even more important in electronics. The days are gone of Japanese companies only

entering mature markets and then developing them as "fast followers". Japan is developing a strong position in the state-of-the-

artificial intelligence.

• **Certain trends emerge clearly:**

Newer U.S. companies in the electronics industry are definitely investing overseas much earlier in their history than the older-established companies. In fact, the tendency is to ask "How soon can we set up European production?" as opposed to "How long can we delay it?"

U.S. electronics investment in Europe will increase rapidly once the recession ends and at a greater rate than before. There will be even more decentralisation of product development and, possibly, of research activities.

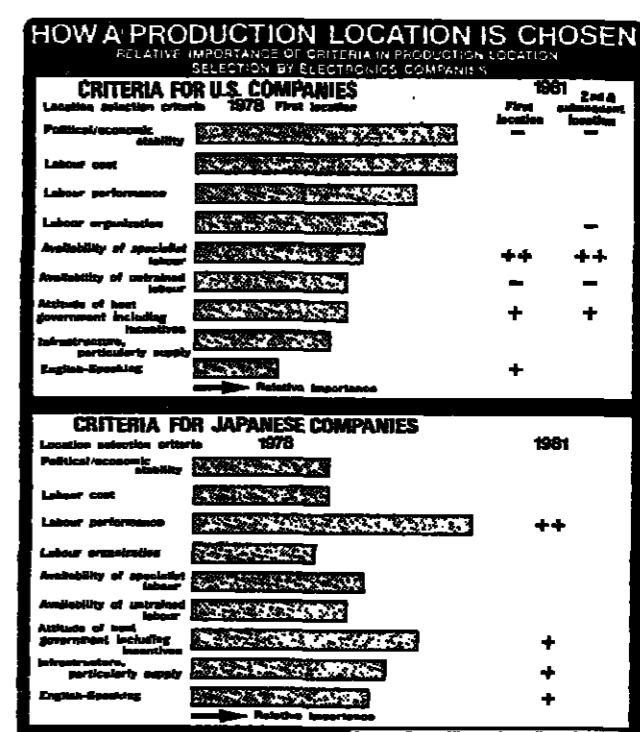
The writer is a principal with the international management consultants, Booz, Allen and Hamilton. Mr Inger specialises in the electronics industry. Some of the data in the above article is based on surveys undertaken in 1978 and 1981 by Booz, Allen and Hamilton for the Scottish Development Agency and used with permission of the SDA.

relationships between the company and the host economy, such incorporation also provides a breeding ground for entrepreneurs to start new businesses — a nucleus for a healthy indigenous industry.

The only motivations behind Japanese manufacturing investment in Europe have been and will continue to be EEC or member-country actual or potential restrictions on imports.

This is not advocating trade protectionism, just a realistic view of why Japanese electronics companies choose to manufacture in Europe.

• **The writer is a principal with the international management consultants, Booz, Allen and Hamilton. Mr Inger specialises in the electronics industry. Some of the data in the above article is based on surveys undertaken in 1978 and 1981 by Booz, Allen and Hamilton for the Scottish Development Agency and used with permission of the SDA.**



More than 50 major greenfield investments have been made in Europe by U.S. electronics companies between 1978 and 1981. The tendency among U.S. companies now is to ask "How soon can we set up European production?" as opposed to "How long can we delay it?"

There is every reason why Nixdorf, Racal, Control Data, STC, Eurotherm International, Engelectronics, Wayne Kerr - and all other perceptive electronics companies - should profit from a talk to us.



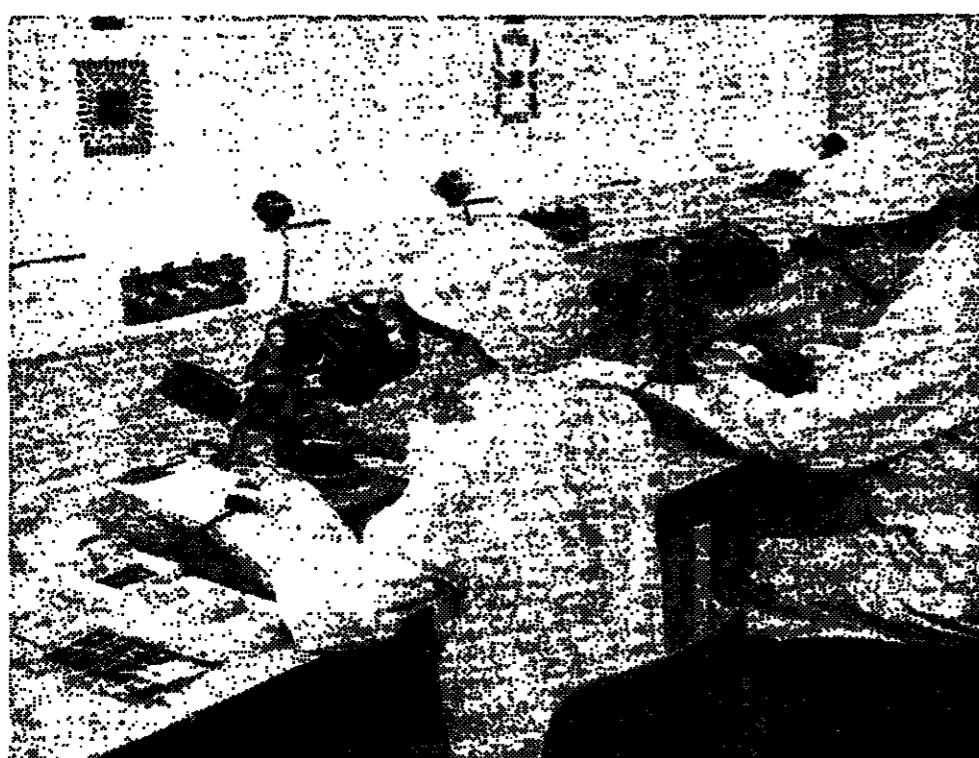
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ELECTRONICS IN EUROPE IV



The microcircuit design and processing facility, established by ICL at its computer development centre at West Gorton, Manchester. The main purpose of this facility is to speed up the development of new large-scale integrated (LSI) circuits for use in future ICL computers. This picture was taken in the assembly and packaging area.

After testing, selected chips are assembled in multi-pin packages and wires of 25 microns diameter are used to link the microscopic terminations of the integrated circuit to the package pins.

SEMICONDUCTOR PRODUCTION AND SUPPLY

European semiconductor supply model (\$m)

	1981	1982	1983	1984	1985	1986
Worldwide construction/production	14,219	14,747	17,545	21,177	25,920	160,671
European consumption	3,041	3,167	3,599	4,238	5,075	26,497
Imports	1,534	1,562	1,682	1,934	2,285	9,627
Domestic supply	1,507	1,663	1,917	2,304	2,790	16,370
European production	1,700	1,873	2,150	2,574	3,100	18,500
Exports	193	208	233	276	310	1,639
Domestic supply	1,507	1,663	1,917	2,304	2,790	16,370
European-owned production	1,216	1,330	1,480	1,726	2,020	18,500
Exports	170	183	203	224	266	1,380
Domestic supply	1,046	1,147	1,277	1,502	1,754	9,120
U.S.-owned production in Western Europe	664	507	605	718	570	5,000
Exports	23	25	30	36	44	250
Domestic supply	441	462	575	682	826	4,750
Japanese-owned production in Western Europe	20	36	65	120	210	3,000
Exports	0	0	0	0	0	0
Domestic supply	20	36	65	120	210	3,000

Source: Dataquest.

Britain

UNDER SUCCESSIVE governments, Britain's policy on virtually all foreign investment in the UK has been to welcome it with open arms. As the Invest in Britain Bureau said in a report on its first five years, published earlier this month: "Foreign-owned companies are vital to the economic life of Britain. They bring new technology, new management styles and attitudes, the injection of capital investment, the generation of exports and new jobs."

Inevitably, the largest proportion of overseas investment in Britain has been by companies setting up or expanding in the growth electronics industries. The U.S. is by far the largest overseas investor in the UK and a significant proportion of companies are in electronics.

Earlier this month Commodore, one of the largest U.S. manufacturers of personal computers, announced it was spending £20m on a new factory in the steel closure town of Corby to establish a European manufacturing and distribution centre. IBM, the world's largest computer manufacturer, which employs more than 15,000 people in the UK, has recently announced plans to build in Personal Computer at Greenock in Scotland.

Also earlier this year, Unimation announced it would expand its robotics factory in Telford, and Digital Equipment (DEC) announced the establishment of a software centre in the UK.

Nearly half of all Japanese investment in the European Community has been made in Britain. Although Japanese manufacturers may invest partly to avoid tariff barriers and to get closer to the market, one of the greatest reasons is to defeat growing protectionism in Europe.

After cars, consumer electronics products have been one of the most persistent problems in trade relations between Japan and Europe. A number of Japanese companies now make colour television sets in Europe, mainly in the UK. The first to make colour sets in the UK was Sony at Bridgend in Wales. It has significantly expanded its plant there where it also makes television tubes.

Other companies making colour sets in the UK are Matsushita (National Panasonic), Toshiba, Hitachi in a joint ven-

ture with GEC, Sanyo and Mitsubishi.

Although the electronics industries have not been specifically targeted for favourable treatment in Britain, there are several reasons why they may find added incentives available in this country.

Certainly, industry ministers have enthusiastically welcomed recent investments in high technology areas. These include the Unimation and DEC investments as well as the establishment of a video cassette tape plant by Hitachi-Maxell in Telford and a promise to make video recorders in the UK by Sanyo and Mitsubishi.

Also within the UK, a number of agencies specifically try to encourage high technology companies to invest in their areas. The most notable scheme in this field is the Scottish Development Agency.

There are now more than 40,000 people employed in the electronics industry in Scotland in over 200 companies. The Central Lowlands between Edinburgh and Glasgow has the greatest concentration of semiconductor manufacture in Western Europe and has been dubbed "Silicon Glen."

Expansion

Motorola, the U.S. electronics company, is spending £60m to expand its existing semiconductor plant in East Kilbride.

Nippon Electric Company (NEC) is spending £40m on a factory to make microchips in Livingston which will be the largest Japanese semiconductor plant in Western Europe.

(Other Japanese semiconductor plants are Fujitsu and NEC in the Irish Republic, Hitachi in West Germany where Toshiba is also building a plant.)

Other U.S. companies making microchips in Scotland include General Instrument and Hughes at Greenock and National Semiconductor at Greenock.

After cars, consumer electronics products have been one of the most persistent problems in trade relations between Japan and Europe. A number of Japanese companies now make colour television sets in Europe, mainly in the UK. The first to make colour sets in the UK was Sony at Bridgend in Wales. It has significantly expanded its plant there where it also makes television tubes.

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The SDA has been particularly keen to establish a vertically integrated electronics industry from the component industry through a range of products to software development and research and development.

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Scotland is still a very long way from matching California's Silicon Valley, where new companies are created as they spin off from existing organisations.

But Scotland has recently spawned a successful entrepreneurial new company, Rodime, which was set up by a group of senior managers from Burroughs, the U.S. computer company. Rodime makes optical disk drives which give personal computers sophisticated bulk storage of data memory.

In addition to the individual efforts of the different development agencies, there is a raft of government support programmes for high technology industry. Although the prime purpose of many of these schemes is to encourage the development of the indigenous indigenous companies are also eligible if they manufacture in the UK. They have been used as an additional lever to encourage investment in Britain.

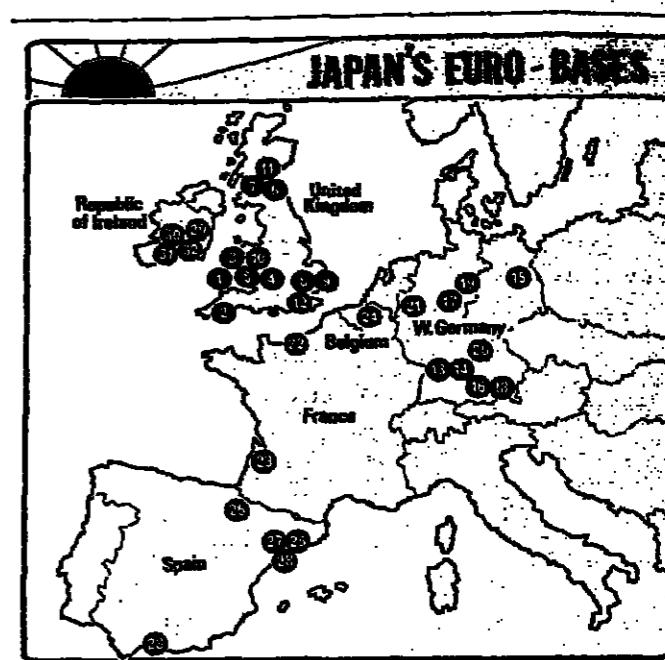
For instance, Unimation's expansion at Telford was helped by a grant under the Department of Industry's robotics scheme. Corning Glass of the U.S., which has a joint venture to make optical fibre in Wales with the British company BIGC, has also been a beneficiary of the DoI's fibre optics support scheme.

Under the government's broad "Support for Innovation" package there is a range of grants for research and development which can contribute up to one-third of the cost. In addition, there are a number of specific schemes to encourage areas of high technology including computer-aided design and manufacture (CAD-CAM), flexible manufacturing systems, fibre optics, robotics and software products.

Foreign companies are also substantial beneficiaries of selective financial assistance which is available for projects creating employment in areas of economic deprivation or encouraging employment through modernisation. According to the recently-published report by the IBSB, foreign companies received £50m under Section 7 of the Industrial Development Act (formerly the Industry Act).

The projects involved total investment of more than £500m and are expected to create 10,240 jobs and safeguard nearly 8,800 others.

Jason Crisp



ELECTRONICS MANUFACTURING CENTRES

ONE HALF of all Japanese investment in manufacturing in Europe since the early 1970s has come to the UK, according to the Invest in Britain Bureau. Most of the recent announcements of planned Japanese investment in Europe have been for the assembly and manufacture of video recorders and video tape. Map key: the numbers correspond to bases of Japanese electronics manufacturers:

- 1. United Kingdom: 1. Sony: colour TV sets and tubes.
- 2. France: 2. Thomson: colour TV sets.
- 3. Italy: 3. Hitachi (with GEC): colour TV sets.
- 4. Spain: 4. Aiwa: hi-fi equipment.
- 5. Portugal: 5. Matsushita: colour TV sets.
- 6. Switzerland: 6. Mitsubishi: colour TV sets.
- 7. Belgium: 7. Mitsubishi: video recorders from late 1983.
- 8. Germany: 8. Sanyo: colour TV sets.
- 9. France: 9. Sanyo: video recorders from late 1983.
- 10. Italy: 10. Hitachi-Maxell: video tape from late 1983.
- 11. Spain: 11. NEC: semiconductors.
- 12. France: 12. JVC (Thomson EM) and AEG-Telefunken: video recorders.
- 13. Germany: 13. Sony: colour TV sets.

Sources: *Invest in Britain Bureau*, *Electronics Consultant* and *The Electrical Industries Association of Japan*.

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Wales

LAST MONTH, Immos's futuristic-looking 255m UK production plant was officially opened at Newport, Gwent. It marks an important stage not only in the Anglo-American venture's bid to capture a significant slice of the world market for standard microchips, but also in the Welsh drive to become recognised as an attractive location for European electronics investment.

Wales's connections with the electronics industry are not new. The AB Electronics group

was manufacturing electronic components in the Welsh industrial valleys more than 20 years ago. Silicronix, a Santa Clara-based manufacturer of field effect transistors and integrated circuits opted to open its European manufacturing subsidiary at Swansea as long ago as 1969.

Today, the Swansea facility is responsible for approaching half the company's sales worldwide and a significant share of its research and development.

In the 1970s, two major Japanese consumer electronics producers, Sony and Matsushita's National Panasonic subsidiary, both established their first

European television plants in South Wales—at Bridgend and Cardiff, respectively.

Both have been expanded substantially since the initial investment. They were subsequently joined by Hitachi, which established a joint venture with GEC to take over the latter's Hirwaun television plant, and Aiwa which opted for Gwent to manufacture its range of miniaturised audio equipment.

The Control Data Corporation of Minneapolis set up what is now its European headquarters for magnetic media production at Brynmawr in 1973.

Even so, Wales has had an

uphill battle to persuade the electronics industry that it is an attractive investment location in its own right. The traditional, though outdated image of an area dominated by coal, steel and heavy engineering dies hard. There is an understandable inclination among internationally-mobile projects examining the UK to stick as close as practicable to London and Heathrow airport.

The fact that a comprehensive package of financial aid from British Government and EEC sources is available for companies establishing themselves in Wales tends, in some cases, to arouse suspicion rather than encourage closer examination.

Immos itself is a case in point. The company chose Bristol to set up its UK research and development headquarters and originally was very keen to also build its first British production unit on the outskirts of the city.

Newport, just across the Severn bridge, was eventually selected as result of British Government insistence on its being located in a Development Area. But James has subsequently expressed themselves delighted with the outcome.

According to Dr Dick Petritz, Immos's managing director, the quality of staff recruited is as good, if not better, than the company's U.S. facility at Colorado Springs.

He has confidently predicted that the South Wales section of the M4 will become a prime location of microelectronics

companies. AB Electronic Products has just won a multi-million pound contract to supply advanced electronic control systems for the next generation of Jaguar motor cars. This represents a major breakthrough in the company's move towards developing specialist instrumentation and electronic systems and away from simple components.

Restraint

AB also purchased out of receivership last year another South Wales hardware manufacturer, Cheltenham Electronics, one of the suppliers of the BBC's Acorn microcomputer.

Silicon, on the other hand, is being restrained by the recession from implementing long-standing plans to move into the manufacture of silicon wafers on a greenfield site.

Another interesting home-grown Welsh development has been the launching of a personal computer by the Memory group's Swansea plant. The Dragon 32 is claimed to be the first home computer selling under £200 to incorporate a professional keyboard and many other features available only as extras on other machines.

Demand since it was launched last August, has been so strong that the new subsidiary company, Dragon Data, recently moved into new 50,000 sq ft premises to more than double output.

Talks are also underway to establish a joint manufacturing venture in the U.S.

Wales is determined to build on the successes. The Welsh Development Agency recently announced plans for a major new high technology park and research and development unit, with 100 acres of land and 100,000 sq ft of office space.

More attention is being focused on the interface between Wales's university colleges and higher education institutions and high technology industries, including electronics.

Investment authorities are pumping more money into providing the skills required by the electronics industry, and the arrangements for attracting inward investment are in the process of being beefed up.

Given a recovery from the recession and acceleration in international investment in the electronics industry, Wales expects to be far better placed to win a significant slice of the action.

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Robin Reeves

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ELECTRONICS IN EUROPE V

A proliferation of electronic contracting and service companies move in behind the established manufacturers

'Silicon Glen' is here to stay**Scotland**

INVESTMENT in electronics in Scotland over the past five years is estimated at about £500m and today the region shows particular strength in information systems, defence electronics, industrial and commercial applications, telecommunications, semi-conductors and components.

Scotland has over 200 companies in the electronics field, employing over 40,000 people. The real sign that "Silicon Glen," as it has been dubbed, is here to stay is the proliferation of an electronic sub-contracting companies which have moved in to handle sub-contracting and to service the needs of the established companies.

The industry has a backbone of multi-nationals. IBM, Burroughs, Honeywell, NCR and Hewlett-Packard arrived during the '50s and '60s and have since increased their presence. IBM recently launched its personal computer for the European market from Greenock, bringing its investment in Scotland so far to something around £108m.

The big companies were followed by second-generation companies, such as the semiconductor manufacturer, Motorola and General Instrument have been among the major investors. An estimated £130m has been spent in the past two years to make Scotland the starting-point for more than half the semi-conductor output of the UK.

The investment that has taken place has, to a large extent, been steered. Last year the Scottish Development Agency, the industrial promotion body for the country, evolved an electronics strategy to foster

locally-based research and development, sub-contracting activity and indigenous industries.

The agency's strategy was evolved from a detailed study of the outlook for electronics by consultants Booz, Allen and Hamilton, and has three main aims: to intensify the region's technological base, to encourage Scottish-owned companies and to increase employment.

Targets

Outline plan for a third campus science park at Stirling University received a huge boost recently when the Wang Corporation announced it wanted to build a £23m factory on the site to manufacture automated office equipment.

The science park concept, linked to the universities, plays a key role here. The interaction between university and tenant company is not just left to happen by the very proximity of university buildings to industrial sites, but rather through the active encouragement of the flow of ideas between academic

The agency's own special unit promoting electronics estimates

that over £320m has been spent on expansions and new starts since 1980, and much of the financing for these various new projects has in the case of the multi-nationals been in-house.

According to one analyst's estimate, as much as £475m of the £500m put into the industry over the past five years has been investment by the multi-nationals in new development.

The Nippon Electric Company (NEC) for example, moved last year into the first part of their £40m integrated circuit plant at Livingston, a town west of Edinburgh. A leading U.S. supplier of precision microelectronic devices, Burr-Brown of Tucson, Arizona, is also setting up in the town, which already houses Burroughs, Ferranti, and Sperry-Univac.

The NEC plant is the first fully-integrated Japanese-owned facility in Europe and when it was launched, the company said that Scotland offered the best infrastructure to support wafer production. Simi-

larly pleased with Scotland has been Motorola which will start production late next year at a £50m new wafer plant at East Kilbride.

At the same time, smaller companies have also been active. Applied Computer Techniques of Birmingham has recently announced that it is to move for the first time into the manufacture of personal computers with a plant in Scotland.

ACT is one of Britain's more successful computer companies with a very high growth rate. It more than doubled turnover, according to provisional figures, for the present year, to £20m from £14m the previous year.

The company is setting up its

personal computer plant in another New Town, Glenrothes, in Fife, which has one of the greatest concentrations of electronics in Scotland, including General Instrument, Beckman Instruments, Hughes Microelectronics and GEC.

ACT is funding the project

—worth £10m over two years—with a £6.05m rights issue for

shareholders backed by Government grants.

Government assistance has, in fact, played a significant role in encouraging investment and can, in some cases, cover up to 40 per cent of the capital costs with packages combining regional development grants, selective assistance, training grants and other assistance.

New plant

The Scottish Development Agency is also the region's main industrial landlord and much of its electronics strategy consists of producing the right-sized and located units to house new and expanding companies.

While the SDA has been active for some time, the private sector has, until recently, been reluctant to commit funds to base electronic ventures in Scotland. Signs of a change in attitude by the providers of venture capital have, however, begun to emerge.

ICFC now has over 700 investments in Scotland with about five to 10 per cent in the electronics field. The company, by appointing outside managers to sit on the board of companies which have received funds, has attempted to offer managerial guidance when it may be needed during the struggling early days of a product.

Technical Development Capital, part of ICFC, was one of the original investors in one of Scotland's most successful start-up electronics firms, Rodime in Glenrothes.

The company, backed by nearly 500 firms from TDC in 1980, produces computer disc drives. The company has since grown quickly and was floated on the U.S. market last year.

Other groups active in high technology investments in Scotland include Murray Technology of Glasgow.

Mark Meredith



National Semiconductor is one of a number of U.S. silicon chip manufacturers which has set up plants in Scotland.

World markets for information processing products by region, 1982-1992

(billions of 1982 dollars; totals rounded)

	Computers	Terminals	Peripherals	Software	Total
United States	17.6	7.6	15.3	4.1	44.6
Western Europe	10.3	2.8	9.9	1.6	22.2
Japan	4.5	2.0	3.2	0.7	10.4
Rest of free world	2.1	0.6	1.9	0.3	4.9
Total	35.1	13.0	30.3	6.7	85.1

	1982	1987	1992
United States	25.31	9.11	22.25
Western Europe	17.19	3.5	14.17
Japan	7.9	3.5	5.7
Rest of free world	3.54.5	1.14	3.4
Total	56.62	17.22	45.62
	1982	1987	1992

	1982	1987	1992
United States	37.43	13.16	31.36
Western Europe	22.25	4.7	20.24
Japan	10.13	4.6	10.12
Rest of free world	4.6	1.42	4.5
Total	75.85	22.30	68.75

Estimated growth of information processing product markets by region, 1982-1992

(per cent per year; based on constant dollars)

	United States	Computers	Terminals	Peripherals	Software	Total
1982-87	10.12	3.8	8.10	22.26	10.13	9.10
1987-92	5.8	5.10	6.9	15.18		
Western Europe	9.12	3.8	7.11	30.38	11.14	
1982-87	4.8	3.8	5.9	16.21	7.9	
1987-92						
Japan	9.15	10.20	9.17	16.29	12.16	
1982-87	5.10	3.8	11.15	15.25	8.12	
1987-92						
Rest of free world	11.16	11.18	10.16	27.38	13.18	
1982-87	4.8	3.11	3.7	10.19	4.8	
1987-92						
Total	10.12	6.11	8.11	24.30	10.13	
1982-87	5.8	2.9	7.9	15.19	8.10	
1987-92						

Sources: Arthur D. Little, Inc., estimates.

Jobs involved in foreign investments in manufacturing in the UK					
	1979	1980	1981	1982	Total
Belgium	185	110	22	318	
Canada	403	2,006	1,026	—	3,435
Denmark	349	319	73	278	1,019
Finland	223	25	22	—	255
France	391	1,044	425	—	1,695
West Germany	254	1,089	778	254	2,985
Japan	585	1,264	970	30	2,349
Netherlands	1,044	741	130	919	2,824
Norway	111	51	234	40	426
Sweden	582	867	150	126	1,695
Switzerland	326	1,122	589	245	2,282
U.S.	8,546	9,183	11,323	8,283	37,345
Rest of the world	722	931	541	335	2,529
Total	14,310	16,662	16,417	16,533	50,922

Source: Invest in Britain Bureau.

Considerable controversy has arisen over the long-term future of the industry in Ireland

Rapid expansion after a late start**Ireland**

THE ELECTRONICS industry in Ireland is the pride and joy of the country's Industrial Development Authority (IDA). Its rapid growth has boosted jobs and exports during a period when both were in decline in many other sectors.

Even so, the nature and future of the industry have recently become a subject of considerable controversy.

On the face of it, the industry story has been one of the main successes of the 1970s. Numbers employed grew from 5,000 in 1972, to 17,000 10 years later.

The growth in exports was even more impressive, increasing 30-fold to almost £1bn last year, when they accounted for about 17 per cent of all Irish exports.

Ireland has been

offered them investment grants and free prices (now at 10 per cent, or new investments) and a comprehensive service from IDA to help them establish. The result was that, until recently, Ireland could boast of attracting almost every U.S. "greenfield" electronics investment in Europe.

This remarkable expansion was the result of a highly-organized campaign by IDA. Ireland missed out on the computer investment of the 1960s, when multi-nationalists such as IBM, Burroughs and Honeywell expanded in Europe.

Even with this recent growth,

Ireland has a lower proportion of foreign electronics companies than Scotland. None of the top five U.S. companies was represented until very recently.

But IDA sees certain advantages in having come late to the field and even in missing

IRELAND'S ELECTRONICS EXPORTS

Current prices (£m)

Products	1977	1980	1981	1982*

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ELECTRONICS IN EUROPE VI

How France, West Germany and Italy are attempting to meet the challenge from the U.S. and Japan

Bid to narrow the gap

France

WITH A burst of energy, a large amount of Government-sponsored corporate restructuring, and a healthy dollop of state funds, France is trying to promote its electronics industry into the big leagues of world producers by closing the gap with the U.S. and Japan.

The trouble is that so far the Government's programme has added up to words but very little action. Already one important aspect of the policy—the plan, given the personal blessing of President Mitterrand himself, to form a joint European front against Japanese competition in consumer electronics—has seriously stalled.

Following the turnings down by the West German central office of Thomson's bid to take over Grundig, Thomson, the consumer electronics arm of the collapsed German electrical giant AEG, as a "consolation prize" to strengthen its international presence. The deal will increase Thomson's share of the European market in televisions and video-tape recorders to around 20 per cent.

But by being forced to abandon ideas for an ambitious collaboration with Philips (which owns 24.5 per cent of Grundig), Thomson is being driven into the arms of the

Japanese companies which the Paris Government was earlier swearing to engage in head-on combat.

The Japanese electronics company JVC, for example, Thomson already imports VHS-standard VTRs for marketing in France—owns one-third of Telefunken's Berlin VTR factory.

The plant will now become part of the Thomson empire. And it is logical to conclude that Thomson will strengthen its Japanese links still further by agreeing to use Japan's VHS technology as the base for the French VTR factory, producing 1m units a year, which M Chevenement has proclaimed will be in operation by 1986.

It is clearly far too early yet to make a firm judgment about the Government's overall plans in electronics. The horizons of both the Government and industrialists are drawn towards the medium term, neither Thomson nor CII HB expect, for instance, to return companies (heavily loss-making) to profit before 1986 at least.

But the two major weaknesses of the Government's policy have become only too apparent.

First, budgetary constraints at a time of economic austerity pose a clear problem. M Chevenement himself has pointed out that at a time of severe international competition, the FFr 140bn investment programme (which is meant to group spending by the state, nationalised industries and private

lised industries and private companies—including foreign ones such as IBM—in France) appears to err on the low side.

Faced with financial pressures, observers question whether the Government's scarce funds would indeed be better spent by being deployed in selective "niches."

The Government, indeed, has announced a number of big national research projects aimed at concentrating laboratory efforts on areas like a new large national scientific and industrial computer, computer-assisted education and translation systems, and computerised management of integrated circuits. But, summing up the situation, even over the whole "élite" concept, a senior executive at a major nationalised electronics company decides (in private) that it is "mad" and will soon have to be changed.

The second weakness is that Government intervention can be highly confusing and counter-productive for the industrialists themselves. The restructuring of the telecommunications industry—the main stronghold of the electronics sector—around the two "poles" of Thomson and CGE has been held up for months by international wrangling over which group should be linked to the troubled former ITT subsidiary, CGCT.

Likewise, the high public profile adopted by the Government over the now aborted Thomson-Grundig deal probably complicated what was already a highly difficult and sensitive issue which would even say unrealistic—operation. Significantly, Thomson regards many of the statements M Chevenement has made over the key question of future French VTR manufacturing as rather on the rash side.

M Philippe Lemoine, a civil servant at the Industry Ministry, has just delivered to the Prime Minister a report—which has not yet been published officially—which draws some disturbing conclusions about Government directions of electronics.

He calls the Government's large number of bodies designed to promote information technology—which total around 30—"unadapted to the main priorities at stake." He urges more centralisation and a slimming of bureaucracy to promote use of electronics technology in businesses and homes.

Despite efforts by the Post and Telecommunications Ministry to set up regional cable TV systems and automatic information networks like the electronic telephone directory, low penetration of information technology into consumer markets is one of France's weak points. The Government has recognised this with a recently-proposed plan to order optical fibre cabling for 1.4m homes by 1985.



Satellite communications centre at Matra. The company has been taken over by the state to the tune of 51 per cent

Restructuring operations

THE SCALE of the problems facing the French electronics industry has been underlined by the sharp rise in the country's trade deficit in electronics products to FFr 12bn in 1982 from FFr 8bn in 1981.

The sectors showing the largest shortfalls are, not surprisingly, the ones to which the Government is giving the most attention in its restructuring operations:

• Consumer electronics registered a deficit of FFr 8.1bn, caused principally by the buoyant French market for TV sets, video-recorders and hi-fi equipment.

The target of M Chevenement, the Minister for Research and Industry, of setting up France's own VTR plant by 1988 now looks even more difficult to reach.

In spite of the renunciation of links with Philips implicit in Thomson's decision to bid for Telefunken, the French company could still co-operate with the Dutch giant over the industry Minister's plan for joint efforts in producing the new 8 mm standard range of video equipment.

But M Chevenement's suggestion that Thomson could import Philips' V2000 VTRs to replace part of its purchases of Japanese equipment has now been called off completely.

The Government has just an-

Gloomy assessment of long-term hopes

W. Germany

"PERHAPS WE are just going to have to accept that in some areas of the electronics, office equipment and consumer goods, such as televisions and video recorders, for example, West German companies are simply not going to be able to compete with the U.S. or Japan."

This gloomy assessment of the long-term prospects for major sectors of the West German electronics industry from an industry official who knows the sector well, is by no means unique.

Since the mid-1970s, West German Government officials and industry leaders have been aware that the Federal Republic had some catching up to do in order to keep abreast of the development of micro-electronics and its impact on most areas of the electrical and the engineering industries.

Government programmes to support data processing and micro electronics research and development, and big increases in R and D budgets at companies such as Siemens, testify to the growing awareness of the challenge the industry faced.

Hitherto, however, it has to be said that that conspicuous successes as a result of Government programmes have not been the rule.

The challenge presented by micro-electronic technology has been tackled with what some would see as typical German thoroughness but inadequate flexibility. Above all, it seems many companies decided that they had more time than was really the case if they were to make good the deficiencies of the past.

Radical steps
In particular, while recognising the pace of development in the U.S., they under-estimated the speed with which the Japanese were pushing and in the development of integrated circuits and their application in both the computer and consumer electronics markets.

Thus, it is only in the past three years, that radical steps have begun to be taken in many major companies, hence the feeling that in some cases it may be too late.

It is already clear, for example, that Grundig, the leading West German consumer electronics concern, partly because of the losses it incurred in 1981 and 1982, no longer has the financial resources and management the research and investment effort needed to meet the Japanese challenge in the video recorder market—and that explains in part its desire

ever, the banner carrier for the sector.

With its immense financial and management resources the company has been responding aggressively to mounting international competition, concentrating its efforts on fewer more profitable product lines and trying to improve efficiency.

The first effects of these policies, in terms of an improvement in profitability, have begun to appear.

Moreover, in the vital field of telecommunications, Siemens seems to have made the switch from analogue to digital technology with success. Its efforts in the field of integrated circuit development are also bearing fruit. But the charge that it has yet to match the vitality of say Nixdorf, in the computer field, an old reproach which Siemens has had to bear with patience, still seems to be justified.

It would be unfair to suggest that it is entirely the fault of the corporate sector that West Germany has fallen behind in the field of electronics. The strong mechanical engineering tradition in West Germany, inflexibility in the education system where too little adjustment has been made to give greater emphasis to introducing apprentices to micro electronics, and inadequate cross fertilisation between business and the universities are also partly to blame.

Changes

The financial sector, too, has responded inadequately. The lack of an efficient stock market, the unwillingness of bankers to back entrepreneurs with ideas but not tangible assets, and the lack of a venture capital market, have all tended to put a brake on innovation in the electronics industry.

Here, too, there are, however, tentative signs of change. There has, for example, been a vigorous response to a DM 45bn programme which the Research Ministry launched to help finance R and D in smaller companies.

In the field of software, smaller firms are being set up with increasing frequency. As to the longer term implications of these developments, it is simply too early to judge.

At all levels of West German industry and Government, there is a clear recognition now of the threat industry faces and efforts to make good deficiencies have begun. But these efforts are having to be made when the industry is facing a third successive year of stagnation and weak profitability.

Stewart Fleming

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Jeffrey

ELECTRONICS IN EUROPE VII



Olivetti dominates Italy's electronics sector. The group, which specialises in data processing equipment for banks, has also recently brought out a personal computer, the M20. Above: tests being carried out on M20 computers at the Olivetti plant in Scarmagno, Ivrea

Hugh Routledge

A national strategy on the development of Italy's electronics industry is long overdue, as James Buxton shows

Vital decisions are still awaited

Italy

THE ELECTRONICS industry in Italy is typical of many things in the country: where a government policy is necessary, but wanting, there is a gap in the industry. Where the industry can survive happily with only a small degree of government aid and intervention, it flourishes.

The result is that there is only one large Italian company in the electronics sector (Olivetti) but many medium- and small-sized ones. The market for electronics goods in Italy is rather more backward than those in northern Europe, and while foreign especially U.S. companies have plants and sales networks in Italy, most recent investment by foreign companies has been the consolidation of existing presences rather than the arrival of new companies.

Only in the past two years have governments seriously addressed themselves to the question of a national strategy in different sectors of the electronics industry, and there are many areas still waiting for vital policy decisions. It is a far cry from the state-directed drive started by the French Government in the telecommunications sector in late 1980 and 1970s, before nationalisation.

Emphasis

Telecommunications is the area on which the Italian Government has in the past two years concentrated most attention, and some of the trends are now good. From the 1974 oil crisis onwards, successive administrations would not let the main utility, the SIP, charge economic tariffs. Meanwhile, the main state-owned equipment maker, which is now called Italtel, over-invested in what was often obsolescent technology.

Finally, however, SIP was allowed to put its tariffs up adequately and was given new management and control. Italtel decided to form an association with the U.S. company, GTE, later joined by the Italian private sector concern,

Telettra, to produce a new version of its Proteo electronic exchange, and it was also allowed to carry out what, by Italian standards, is fairly radical surgery on its work force.

Italtel made an enormous loss of £120m last year, but the losses are being firmly reduced, and break-even is expected to be reached on target in 1984.

The government, however, still has to make a decision on a second electronic switching system for the remaining 35-40 per cent of the Italian market which will not be covered by Italtel and its associates.

The choices here crucially affect FACE, the Italian subsidiary of ITT, and FATME, part of the L.M. Ericsson group (which was left out of the Italtel collaboration).

The decision will have a crucial effect on the future of these companies, and will also affect the Proteo project.

Conflict

Choices are also needed in the field of telematics: systems industry, equipment for the videotext, teletext and other information devices need to be chosen so that manufacturing in Italy can expand and data transmission networks be installed by the telecommunications authorities.

Typically of Italy, there is a serious conflict, laden with political overtones, over the issue of control of the national telecommunications system between the Ministry of Posts and the SIP, which comes under a different ministry.

Elsewhere in the electronics industry, equipment for the defence field makes up 50 per cent of the systems electronics sector in Italy, and 60 per cent of its output is exported—making a big contribution to Italy's successful military sales abroad.

Italian companies are particularly strong in missiles, fire control systems, and in electronics warfare, in which the private sector concern Electronics is considered one of the most advanced companies in Europe.

Several of the other concerns, led by Selenia and Elas, are part of the state-controlled STET group which also owns Italtel and SIP.

Like most of the Italian defence industry, central co-ordination is far from obvious and products succeed or fail according to whether there is a big foreign market for them. However, Italian military equipment has to be bought and certified by the Italian armed forces if it is to carry conviction in markets abroad, and the industry is now worried about cuts this year in the already small defence budget.

"The Ministry of Defence cannot plan for the future because of its annual budget constraint, and it does not spend enough on research and development," according to Commander Enzo Brancaccio of the Rome division of ANIE, the Electrical and Electronic Producers' Association.

Even so, including Italy's small but successful space equipment industry, as well as security and traffic control systems, systems electronics are reckoned to have sold about £1,300m worth of products last year.

The making of data processing equipment in Italy is concentrated heavily in the hands

of MR CLIVE SINCLAIR, one of the most prolific British inventors to emerge in the electronics revolution, recently offered a 10 per cent stake in his company, Sinclair Research, to a group of Britain's largest institutions.

The issue was eagerly gobbled up at a price of £12.6m, valuing the whole of the company, which was founded only three and a half years ago (and currently relying on only one main product), at £136m.

"We could not afford not to subscribe," said an official of one of the institutions, explaining the risk it had taken. "A company with a potential for growth like Sinclair's probably comes along only once in a generation."

Sinclair's decision to raise non-bank funds from a group of outsiders is typical of the financing techniques which have accompanied the rise of new technology industries.

In Britain, and even more in the U.S., these sort of businesses have tended to tread an unconventional route, expanding with the help either of venture capital or the burgeoning new over-the-counter stock markets in New York and London.

It is now an established process for these companies to launch themselves with one product, expand rapidly, and then move onto the stock market to raise funds for the second generation development.

Equity capital is invaluable to fast-moving companies of this type because it matches the requirements of an extremely innovative market. Most high technology companies are also high-risk enterprises, even if a product becomes a market leader, it may be quickly outdated, and there is a heavy premium on new ideas. In addition, these companies are prone to cash-flow problems, as rapid expansion demands the build-up of inventories ahead of sales.

Banks are not ideally geared for this kind of investment. Where there is risk, they like to try and secure their loans, and high technology companies often have little in the way of fixed assets—indeed, many companies prefer to act as idea laboratories and marketing businesses, sub-contracting the hardware manufacturing. And bank debt has to be regularly

oriented towards finding and funding new technology enterprises.

The institutions have been pushed in this direction in their search for growth assets. On the main growth-up exchanges in the UK and U.S., their investments are inevitably directed towards relatively mature companies that service markets which cannot be expected to show much further growth in

steady new injections of risk capital at an early stage in their development.

In the past new companies have usually been able to spend several years building up their base and generating new equity from retained profits before offering themselves to the public. The nature of technology companies frequently inhibits this long period of gestation: the life cycle of new products

organisations, loans are made at lower rates than those available from the banks, but a proportion of the charge is related to the level of profits.

France is also beginning to

create a network of venture capital organisations. Siparex, based at Lyons, has been established, for example, with the help of bank shareholders to take stakes in a variety of new technology companies. But the movement in general has still not developed the strength of similar groups in the U.S. and U.S. and a large element of new technology funding undoubtedly depends directly on the State.

Under projects developed by the Socialist Government, the planners are working towards a Japanese-style approach of concentrating resources on specific fields, so that both the public and private sectors will be able to draw on Government funds for selected schemes.

In essence, this approach relies much more on large corporations to provide the main thrust towards the nurturing of technology-based enterprise.

West Germany also appears to suffer from a lack of pure venture capital-type finance. The post-war development of the country has been largely funded by the banks, which have been ready to take equity participations in big companies with solid assets.

This structure of finance has tended to reduce the overall flexibility of the capital markets, leading to weak stock exchange system which tends to militate against venture capital; for the venture capitalist, the equity market is an essential component in the process of developing a company, because it enables him to realise his capital (and profits) when the fledgling group is offered to the public.

Without such a system, West Germany seems to be suffering from a dearth of entrepreneurial, fast-growing high technology companies.

Successful investment in electronics has required a re-think of some traditional attitudes among financial institutions, as Terry Dodsworth reports

serviced, whereas equity partners may well be happy to take part of their benefit from the growth of the company.

Within the U.S. and the UK, where the equity markets are well developed, and financial services flexible, the methods of serving the new technology companies have thus moved towards emphasis on equity. One method of supply is via venture capital companies, which obtain their return by backing winners, funding new businesses through their teething problems, and liquidating their investments once the new group is established.

The institutions in Britain are also moving tentatively in the same direction. As an alternative to investment in technology stocks on the stock market, some pension funds are now trying to look for start-up or private situations where they can put money into an enterprise at a very early stage in its development.

The Sinclair case is the most celebrated example of this process; but Prudential Assurance, for example, now has a division, Prutech, which is entirely

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Both the junior markets in the U.S. and UK also go some way to answering the needs of high technology companies for

can be very short, so companies may well be happy to take part of their benefit from the growth of the company.

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ELECTRONICS IN EUROPE VIII

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A visit will convince you.



A key element in the solution to the problem of shortages of skilled staff has to be the use of electronic information itself to aid the training programme. This can be achieved in part, through video training systems and computer-assisted learning.

Above: The control room at Barclays Bank's video studio at Teddington, Middlesex.

Urgent need to increase supply of skilled staff

EVERYONE AGREES that skilled manpower is needed to exploit the new business opportunities presented by microelectronics. Everyone agrees that there are shortages of the necessary skilled people, but the size and scope of the problem is nowhere adequately defined.

Part of the difficulty is in knowing the scope of the microelectronics field - it spills over into a whole series of related topics: information technology, office automation, robotics, computing, and so on.

What is more, the new electronics-based technologies are becoming increasingly all-pervasive so that staff who are skilled in microelectronics are being employed in nearly every sector of industry, commerce and administration.

Microelectronics overlaps all the traditional categories under which statistical manpower data are treated, as well as the traditional areas of education and training courses hence the inability to compare supply and demand, or to plan effectively for the future.

Now, then, are the various European countries reacting and what kinds of activities are being carried out?

First of all, secondary level schools in various European countries have programmes under way. In the UK, Department of Industry money has already placed at least one micro in all secondary schools, and there is an extension of the scheme to primary schools. The Department of Education has set up a micro-electronics education programme to support the supply of hardware with software, advice and teacher-training.

French objectives are unclear

In France, there is a "ten thousand micros" programme to introduce microcomputers into schools. The objectives of these programmes are far from clear and they make little direct impact on supply of skilled people.

Vocational training systems vary a lot between countries, as do the measures adopted to bring microelectronics into the vocational training programmes.

In countries where there is a traditional apprenticeship system, new types of apprenticeship have been established (eg, the "electronic control equipment filter" in the Netherlands), while older apprenticeship schemes have had some microelectronics training added.

In other countries new types of courses have been developed for those entering employment (eg, the Danish "Datacom" course for data processing staff); furthermore, microelectronics-related studies have been added to traditional courses.

In Germany, where a dual system prevails, only a few experimental schemes exist on a national basis, but many of the states have introduced schemes on a regional basis.

Consider a couple of initiatives of the first sort: The Science Park concept has been imported from the U.S., where the concept was launched 30 years ago, as a means for bringing industry and academics closer in touch with each other. The second way is to revolutionise the existing academic pattern.

Naturally, the first way is the more popular (especially among academics!), but these are increasing pressures to adopt the second.

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One can seek a solution in two ways. The first is to invent mechanisms which enable industry to harness existing academic capability in a reasonably effective manner. The second way is to revolutionise the existing academic pattern.

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In France, a special project has been established to provide the public sector with trained microelectronics and microelectronics related studies are being introduced into vocational courses for as widely varied jobs as accountancy and equipment maintenance engineering.

At university level, the technically oriented institutions (for example, the polytechnics in the U.K.) have generally responded well to the challenge of introducing microelectronics elements into their courses.

Generally, at the university level however, there is a mismatch between the perceived needs of industry and the academic provision. There are notable exceptions, of course. One has only to think of Grenoble in France, of Loughborough in the U.K., BIFOA (Industrial Institute for Organis-

sation and Automation) at Cologne University in Germany to appreciate that industry and the academic world can have close links, but in general it does not happen.

Nevertheless, sweeping changes in the nature of university courses in computing are made by industrialists in the UK, in Germany and in the Netherlands. Why is there this rift?

The attitudes of university teachers and industrialists to the provision of education are often widely different. The university teacher is generally seeking to inculcate wisdom in his students, through a knowledge of general concepts and broad methods of enquiry. He is not much concerned with pragmatic attempts to deal with the particular.

The industrialist is looking

for modifications to the system described above are straining the resources of the education system.

Equipment and staff for micro-electronics-related courses are, for example, widely reported as being inadequate to meet the demand. How could we resource such a major revolution? And would such a conservative profession as the teaching profession permit this to happen, anyway?

Is there a solution to the problem of developing the supply of skilled staff? Even if we do not know how many people to train, it is clear that for most categories of skilled staff in microelectronic related areas, we need more than are now being produced.

A key element in any solution of the problem has to be the use of electronic technology itself to aid the education and training effort.

This can be done through video training systems and computer-assisted learning. A technique which has great potential is the use of video discs, controlled by micro-computers.

With the already extensive experience of the Open University, with an Open Tech. Programme just started, and with several experiments planned of video materials and computer-assisted learning programmes, Britain is in a position to take a lead in this approach.

Among several promising activities is a Science and Engineering Research Council-sponsored activity under development by the Open University to retrain engineers in manufacturing (including robotics), and in the industrial applications of computers.

Vocational training programme

The situation throughout Europe varies considerably with some countries (the UK included) active in promoting new education and training initiatives, while other countries, such as Italy, having yet to make really significant efforts.

The EEC has recently announced a programme for 1983-87 on "Vocational Training and the New Information Technologies" which is set against a background of unemployment at 10 per cent of the active workforce in the EEC, where 40 per cent of the unemployed are aged 25 or older. Naturally, therefore, many of the proposed measures are designed to alleviate this situation. However, important priority areas include:

- Training for small- and medium-sized enterprises which seek to modernise their production processes using new technology.
- Training for large services sector enterprises automating their administration.
- The evolution of comparable qualifications throughout the Community.
- Public awareness through the broadcasting media.

The author is group manager, education and training strategy, the National Computer Centre, Manchester, M16 3DB.

Forthcoming FT Surveys on Electronics

● Electronics in Banking and Retailing, Wednesday, March 30.

Electronic technology is a mixed blessing for bankers and retailers alike. It offers, on one hand, opportunities to provide new and cost-effective services to customers without additional staffing. On the other hand, staying ahead in the technology stakes is a major worry, while organisations which have never been a part of the traditional banking scene can offer new banking services.

● Computers in Business, April 11.

The microcomputer is hailed as "machine of the year" in the U.S. In Japan, the government is looking to the next generation of intelligent machines. In the UK and Europe, plans are being laid to invest substantial sums in

computer technology. The computer in business, in fact, is coming of age. This survey will set out to explain why.

Other surveys later this year will include:

- U.S. Electronics, Tuesday, June 28.
- Electronic Security, Tuesday, July 12.
- Mobile Communications, Wednesday, July 27.
- Manufacturing Automation, Tuesday, September 20.
- Software, Thursday, September 29.
- Telecommunications, Tuesday, October 25.
- Canadian High Technology, Thursday, November 17.
- Investing in High Technology, Wednesday, November 30.
- Business Information Services, Tuesday, December 13.

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For full details of this 1983 programme, please return the application form.

World Electronics - Future European Markets

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